

THE ROLE OF TRAINING AND DEVELOPMENT, WORK ENVIRONMENT AND JOB SATISFACTION IN STAFF RETENTION; MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP

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ABSTRACT

Employee retention is a critical concern for organizations in today's dynamic and competitive business landscape. This research examines the multifaceted factors contributing to staff retention, with a specific focus on the roles of training and development, work environment, and job satisfaction, while considering the moderating influence of transformational leadership. This study addresses the gap in knowledge by examining the effects of job satisfaction, working environment, and training & development on staff retention through the moderating influence of transformational leadership. A quantitative research methodology was used to a pre-tested instrument. For this study, multi-source data was provided by the 340 employees of private banking sectors in Islamabad and Rawalpindi. Based to the study findings, the research study found that TD, WE, JS has a positive and significant impact on staff retention. Therefore, the transformational leadership moderates the positive relationship between TD, WE, and JS on staff retention. The conclusions have an extensive range of implications for academics and professionals, especially for the private banking sectors. The study's limitations are also examined, along with the potential and practical implications they provide.

Keywords: Job satisfaction, transformational Leadership, employees, training and development

INTRODUCTION

In the current turbulent market, top management of organizations spends lots of time on the enhancement of superior performance, sustainable competitive position and high profitability. These goals can be achieved through different sources and resources. However, competent and skilled employees are deemed the most influential source who can spur organizational objectives and missions in an effective way. Hence, organizations must give enough attention to retain competent and experienced employees to save their time and resources. According to the Harvard Business Review (2015), "One dissatisfied

customer/employee tells 8 to 10 people". Considering the disadvantage of a dissatisfied customer/employee, organizations have felt to retain their employees at any cost (Akosile & Ekemen, 2022; Ambrosius, 2018).

In this perspective, many studies have been conducted to determine the factors that can retain employees in an organization such as intrinsic and extrinsic motivation (Sousa et al., 2018), job promotion (Rehman & Udin, 2022), organization commitment (Xu, & Payne 2018), compensation (Colson & Satterfield, 2018), knowledge sharing (Ma et al., 2023; Saeed et al., 2022) etc. However,

recent studies have given more weights to the certain factors; training and development, work environment and job satisfaction that can significantly contribute to job retention (Aruldoss et al., 2022). For instance, it is argued that training and development can clarify the job description and functions of a job. Thus, an employee feels certain responsibilities and goals to be performed in an articulated way, which can attenuate turnover intention (Veenstra et al., 2018). Training is a tool through which an organization can improve its current performance of employees (Tumi, Hasan, & Khalid 2022; Thompson & Walton-Roberts, 2018). Employees training and development is deemed one of the most significant factors to retain employees in an organization. Hence, organizations always invest enough resources in training and development (Elsafty & Oraby, 2022). In the turbulent market, organizations need to train their existing employees and develop them toward the achievement of organizations goals, so they will less likely to think of quitting their jobs (Suliman et al., 2022). However, it is important to note that mere training and development do not always helpful to retain employees, organizations must have to create a pleasant environment and the workplace must comparable where employees are performing their task (Hammond & Coetzee, 2022; Fatima et al., 2017).

It is essential for every organization to keep the surrounding environment balance and without stress to let the employees work in an effective way (Jolly, Gordon, & Self, 2022). There is no doubt that working environment plays a significant role in the retention of employees. For instance, a stressful and unbalance environment (long working hours, lack of facilities and lack of support) can decrease work interest and can alternatively lead to turnover intention (Stirpe & Zárraga-Oberty, 2017). Additionally, job satisfaction is deemed a major element that can significantly influence employees' retention (Kushwaha, 2022). Employees will never leave think other organizations nor will quit the current job if they are satisfied with their present job conditions (Kar & Misra, 2013). Hence, the enhancement of job satisfaction is the current need of any organization who aims to build a sustainable competitive position in a dynamic market (Bharadwaj, Khan, & Yameen, 2022). Job satisfaction is not only configuring employees'

outcomes but also plays equal role in the retention of employees (Owen et al., 2018).

Hence, we believe that the factors such as training and development, work environment and job satisfaction are the significantly predictors in the current era of globalization to retain employees in organizations. Despite having significant contribution of the aforementioned factors; training and development, work environment and job satisfaction in retention of employees, studies have claimed that still employees are quitting their jobs (Wargo-Sugleris et al., 2018). For instance, some employees need high status and managerial position when they are working for a long time in an organization (Hauff, Felfe, & Klug, 2022). The thinking of high status and top position is labeled, as they need transformational leadership (Ashton, 2018). Notwithstanding, transformational leadership is another piston which helps organizations to constantly retain their employees (Yam, Raybould & Gordon, 2018). More precisely, transformational leadership helps organizations to retain those employees who have been working for long time and their services are worthy for organizations performance, profitability and sustainability (Shabane, Schultz & van Hoek, 2017). Hence, we believe in the notion that transformational leadership can facilitate organizations to retain their employees (Zhang et al., 2015).

REVIEW OF LITERATURE

Training and Development and Staff Retention

The importance of training and development is strong phenomenon, which can be used as a motivating factor to increase the professional skills and abilities of staff, which can help them within organization as well outside the organization. In order to get the desired organizational goals and objectives efficiently and effectively, the participating employees shall be well trained according to globalized trend. Training and development are the two words phenomenon, which is explained by different researchers and authors. Researchers define that training talks about an organized method to learning and development to advance staff and organizational efficiency (Ghani et al., 2022; Khan et al., 2023). Training interpreted the procedure of enhancing employee's skill, capability

and behavior for best performance of specific task (Rivaldo, & Nabella, 2023).

Training is most essential for target achievement in an organization. According to Freifeld, (2013), training and development helps to generate an opportunity for staff to practice particular growth, pick up new skills and abilities, to develop sense of positive self-image as they turn out to be valued to public organization. Training and development are also helping of employees for strength their knowledge, skill and behavior, and gain confidence over performance effectively for maintaining employee's retention. Inversely, Due to lack of training & development, create the situation of low knowledge and skill between employees and it lead towards the low employee's retention.

Staff retention is defined as creativities, struggles or applies done which managers of community organization try to find to sustain constant staffs and he further explain that staff retention is a multifaceted process that comprises recognizing staffs, developing and applying appropriate applies that might support to retain the staff inside the organization (Nguyen, 2022). Training and development are playing vital role for increasing the employee's retention capability in the services sector (Elsafty & Oraby, 2022). Supporting training and development programs also enhancing the business performance in the organization, employee's organizational support depend on the retention (Güllü, 2017). Due to the part studies debate this study proposed that Training and development has positive relationship with employee's retention.

Work Environment and Staff Retention

Work environment is the chief aspect of the organization. Working environment determined the level of organization and major aspect for the employee as well. In order to meet the desired outputs, today organizations are spending many resources to make the working environment comfortable for their employees. Different literature is produced to define the work environment and how it helps to retain the employees in the organization. A researcher (Mattarelli et al., 2022) conducted study and reveal in their study that managers feel lack of motivational circumstances, which help the employees. When the working environment is healthy and productive then the employees of the

organization get benefits from the environment where they attach during the job (Pajrin et al., 2022) and facilitating the employees and controlling the working environment through beneficial polices and roles explain that it increase the employees motivational force for retain for long period with organization. Some of organizational supervisor support (Stirpe & Zárraga-Oberty, 2017), promotional force, working condition, organizational citizen behavior social worker support (Haggins, 2011), and helping the employees during decision-making are the signal of employees organizational retention.

According to the Perkins et al, (2022), the main function of retaining staff in the organization to make stable employees and as a result to decrease the expenses that are related with employees revenue. Those organization which facilitating best working climate it improving employees trust towards organization, means manager cares his 22 employees that link create a good perception of employees towards retention Candela et al., (2012). Hence, it suggests that favorable work environment facilitates organizations in retention of employees. Due to the part studies debate this study proposed that working environment having positive relationship with employee's retention.

Job Satisfaction and Staff Retention

Job satisfaction has multidisciplinary definition and considered important and necessary in the field of social, behavioral as well as in management sciences, but particular in the discipline of public managements and in the Public organization to define the concept of job satisfaction in every aspect of the organization. The main concept to explain job satisfaction in terms of staff retention is may be because of the interest of the researcher from multiple disciplines and as result, there may be no clear and universally accepted definition on which different authors from different discipline agree. The purpose to explain the job satisfaction is to differentiate job satisfaction from different to different organization and related definition and to clearly explain the meaning of the job satisfaction as it is related to the study. Different researchers and authors give different definition and explanation of the job satisfaction. Every employee has their own

thoughts and perceptions to be satisfied at their current job.

We might define and explain by taking the phenomena as a generalized context. The word job satisfaction was first used by Hoppock (1935), and defined it that job satisfaction is the grouping of emotional, physiological and environmental factors that individual feels about their job that they are satisfied with it. According to Adamopoulos (2022), job satisfaction refers to the satisfaction level of an employee whether they are satisfied from job or not and further explain that job satisfaction is level of satisfaction from different aspects of the job. Job satisfaction defines as a person positive and happy feeling finds from his own job (Dodanwala & Santoso, 2022). Job satisfaction is a state of mind of specialists toward their activity compensates that they get, and the social, hierarchical, and physical qualities of the circumstances in which they perform their working exercises (Jaworski et al., 2018; Ahmad et al., 2022). This study finding explain that employee commitment of the organization having positive strong impact on satisfaction and these two factors pull the organization towards employees retention. Especially, work satisfaction has been reported as the most basic factor influencing emergency clinic nurse turnover, maintenance and enrollment (Hayes et al., 2012; Papa et al., 2018; Farid et al., 2021). Due to the part studies debate this study proposed that Job satisfaction having positive relationship with employee's retention.

Moderating Role of Transformation Leadership between Training & Development and staff Retention

It was already discussed in above literature that how training and development is important for both the staff and organization. It will be not wrong to say that training and development is the actual pillar for development and growth of organization in turbulent market. Transformational leaders transform their expertise skills and knowledge to their subordinates in terms of better and well-required training to overcome the dilemma of turnover intentions. Training is most essential for target achievement in an organization. Aftab (2022) finding explore that training & development are helping to enhance the physical, technical, human and managerial skills for the growth of employees and organization.

According to Ayeleke et al., (2016), training and development programs used to improve the competence of health management employee commitment and leadership workforces the acceptability of such programs to participants.

Therefore, the current study disputes the employee's behavior affecting the relationship between leadership and job retention. Therefore, due to the past studies we suggest that leadership is significance association with employee retention and training & development are also relationship with retention, so we suggest that leadership moderate the relationship between training & development and employee retention.

Moderating Role of Transformation Leadership between working environment and Staff Retention

Organization must keep the qualities and standards that workers to add to climate enhancement (Böttcher et al., 2018), and must think about their representatives and build up a culture which delineates that businesses offer significance to their representatives (Moncarz et al., 2009). Then again, a casual situation will keep the worker flawless with the association for a more drawn out period (Besieux et al., 2018). In a dynamic work climate, transparency may particularly be vital for administration, since these conditions offer a high level of challenges, possibilities for change and they require new elucidations and novel reactions (Schuckert et al., 2018; Khan et al., 2022).

Ayeleke et al., (2016) the results of this study suggest that training and development programs used to improve the competence of health management employee commitment and leadership workforces the acceptability of such programs to participants. Leadership quality has inversely relationship with employee skill and knowledge while having positive relationship with leader transformational behavior Cavazotte, Moreno and Hickmann (2012). The major function of employee retention is not only to reduce the productivity of the organization or to decrease the cost the recruitment and train. However, the actual need of retaining employee in the organization is more vital to retain more professional and more skillful staff from getting stolen. There are many approaches which show that how important is the retention of employee in the organization. According

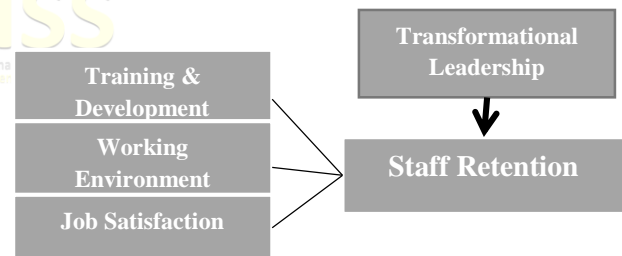
to researchers that staff are not just concerned with money but important is they could be motivated by having their social needs meet while at organization. Researcher further explain the job retention and introduced the Human relation school of thought, which focused on workers more of an interest in their opinions and treating them as people who have knowledge and realized that workers feel comfortable and enjoy interacting together (Nayan et al., 2022).

Moderating Role of Transformation Leadership between job satisfaction and Job Retention

It has already been discussed in prior literatures; Job Satisfaction is a critical factor for the firm capability and it effected via the organization's inner factors and initiative (Jang & Kandampully, 2018). According to Jaroliya & Gyanchandani (2022; Saeed et al., 2022) found that Leadership training programs bring a vital impact on the bank administrators brought about noteworthy consequences for subordinates' view of pioneers' transformational authority, and additionally all alone authoritative duty. Shazadi, Nawaz, & Nawaz, (2022) found noteworthy connection between pioneer part trade – in the edge of TL and JS, fulfillment with managers, in general fulfillment, job lucidity and part fitness. The researcher Manning (2002) suggested that TA has significance relationship with JP, and female workers licenses to all the while do administration and gender jobs. TL has significance impact on the bank managers and that individual distinguishing proof interceded the connection between transformational authority and workers reliance on the leader while social ID intervened the connection between TA administration and supporters' 28 strengthening (Luo et al., 2018; Ullah et al., 2021). There is relationship between reward, job satisfaction and leadership style in the form of managers. The key role of manager as a leader to identify the way to retain the staff by providing different opportunity to satisfy their job as well as help them in job retention. An enterprise that is used to collect data of this nature is by showing 'stay' conversations through which leaders collect facts about difficulties that staffs are inappropriate with. Leaders can also point of reference against challengers or ways consistent employment market place study (Zada et al., 2022; Mofolo, 2012) to

retain in touch with the rewards styles and improvements. The point of reference should be systematically carried out to take an account of pays, extras, benefits, promotions and incentives. According to the conclusion of the study conducted by Kaur (2017), on the employee retention and factors effecting employees retention in Information technology companies and find that the major problem that force the staff to leave or not to retain in the job is lack of growth opportunity and the pay. He also concluded that to retain staff in the organization, the managers and organization should provide sufficient opportunity to the staff that they develop their growth by take on new innovative technologies and new and effective training programs. According to the above discussion he further conclude that different organization uses different strategies to retain staff in their organization such as system of prizes and rewards, family taking part, staff commitment actions, consistent and regular meetings between the staffs and the top administration.

RESEARCH MODEL



HYPOTHESIS

- H1:** There is significant and positive relationship between Training & development and staff retention.
- H2:** There is significant and positive relationship between Work environments and staff retention.
- H3:** There is significant and positive relationship between Job satisfaction and staff retention.
- H4:** Transformational Leadership significantly moderates the relationship between training and development and staff retention.
- H5:** Transformational Leadership significantly moderates the relationship between work environment and staff retention.

H6: Transformational Leadership significantly moderates the relationship between job satisfaction and staff retention

METHODS

Research Population & Sample Size

A sample of this study was employees of private Banking sectors of Rawalpindi and Islamabad Pakistan. This research used adapted questionnaires to collect primary data from the target respondents. Survey questionnaires were sent in two ways to confirm an acceptable response rate. A number of 600 questionnaires were issued to participants who were selected for the study. Only 340 valid responses were received, resulting in a 53.1%. The results of the study showed that training & development (TD), working environment (WE), and job satisfaction (JS) had a significant and positive impact on staff retention (SR). Furthermore, transformational leadership (TL) moderates the relationship between TD, WE, JS and staff retention is investigated empirically in this study. In developing countries, the above term is a novel concept, and more research is needed to investigate the impact of training & development (TD), working environment (WE), and job satisfaction (JS) and employee’s retention in private banking sectors.

INSTRUMENTATION

The current study questionnaire taken from a previous study which was widely practiced, validated, and reliable measure in the past. All the items of the questionnaire was based on 5 point Likert scale from strongly disagree to strongly agree

Training & development contains twelve elements which were utilized by past researcher (Thite and Russell, 2010). De Hoogh, Den Hartog and Koopman, (2005) was previously used three item scale to examine working environment also used in this study. Agho, Price and Mueller (1992) developed six items scale to measure job satisfaction; this research study utilized the same scale. The moderating variable transformational leadership was composed of five items also taken from a previous research study (Breevaart et al., 2014). For this research, we use 11 items to measure outcome variable staff retention that are adapted from the prior study of Kundu and Lata (2017).

Reliability Test

Model table 1	Names	Items	Cronbach alpha
Independent variables	Training & Development	12	.771
	Working Environment	3	.837
	Job Satisfaction	6	.899
Dependent variable	Staff Retention	5	.722
Moderating variable	Transformational Leadership	11	.741

The above model tables 1 show the reliability results provide adequate proof of the instrument's reliability. As shown, all variables (TD, WE, JS, SR, and TL) have alpha values more than 0.7, indicating that the scale employed in the study is reliable.

However, TD, WE, JS, SR, and TL all were examined used a 12, 3, 6, 5, and 11 items scale having Alpha values of .771, .837, .899, .722 and 0.741, respectively. Hence, all instrument values are greater than 0.7, indicating that the scale utilized in this research is reliable.

KMO and BTS

Research Variables		KMO results	BTS results
Independent Variables	TD	.859	$\chi^2(1492.45), P\text{-value} < .05$
	WE	.703	$\chi^2(214.155), P\text{-value} < .05$
	JS	.792	$\chi^2(463.027), P\text{-value} < .05$
Moderating variable	TL	.870	$\chi^2(721.778), P\text{-value} < .05$
Dependent variable	SR	.808	$\chi^2(684.778), P\text{-value} < .05$

The current study's sample is appropriate because KMO values of all the study variables are more than .50. Likewise, the BTS values for all constructs (TD, WE, JS, TL, and SR) are significant, suggesting that alternative hypothesis is accepted.

Hypothesis Testing

Regression analysis			
Model 2	TD	WE	JS
S.e	.38	.027	.28
T	10.62	9.687	17.014
P	.000	.000	.000
	Beta .404	Beta .265	Beta .473
	R2=.28 Dependent variable: SR	R2=.23 Dependent variable: SR	R2=.47 Dependent variable: SR

The independent variables (TD, WE, JS) have a significant positive association with the dependent

variable staff retention (SR), as per regression analysis finding. GT, WE, JS with a high beta value suggest that it contributes more to explain variance in the dependent variable SR. Thus, the overall model fitness is indicated by a strong value of F and a significant value of *p*. Hence, the current study's hypothesis (H1, H2, and H3) are accepted.

The above-mentioned model 2 explains regression analysis. The values of R2 value are 0.28, 0.230, and 0.470, respectively, suggesting that TD, WE, and JS explain for 28%, 23%, and 47% of the variation in staff retention.

MODERATION ANALYSIS

Moderating Effect of Transformational Leadership B/W Training & Development and Staff Retention

B	Std. Error	Beta	T	P
R square	R2 Change			
(Constant)	5.773	.718	8.036	.000
TL	.642	.181	.768	3.558
	.000	0.004		
T&D	.662	.181	1.205	5.330
	0.522	0.518		.000
TDxTL	.282	.044	2.430	6.428
	0.053		.000	0.575

DV: Staff retention

The above table shows moderating role of transformational leadership among training, development and staff retention. The results shows that Transformational leadership significantly influence on SR ($\beta = 0.662, p < 0.001$), which supports H1. T & L significantly moderates the relation between T & D and staff retention ($\beta = 0.282, p < 0.001$), while it supports H4. R 2 indicates that the 5% variance in staff retention, it shows that it play a moderating role of the Transformational leadership interacting with training & development.

Moderating Effect of Transformational Leadership B/W Working Environment and Staff Retention

B	Std. Error	Beta	T	P
R square	R2 Change			
(Constant)	4.677	.597	7.841	.000
TL	.273	.153	.327	1.792
	.004			.074
WE	.745	.158	1.323	4.723
	.516	.512		.000
WExTL	.207	.038	2.108	5.389
	.555	.039		.000

DV: staff retention

The above table illustrates the moderating role of transformational leadership among working environment and staff retention. The results shows that Transformational leadership significantly influence on SR ($\beta = 0.745, p < 0.001$), which supports H2. T & L significantly moderates the relation between T & D and staff retention ($\beta = 0.207, p < 0.001$), while it supports H5. R 2 indicates that the 4% variance in staff retention, it shows that it play a moderating role of the Transformational leadership interacting with working environment.

Moderating effect of transformational leadership b/w job satisfaction and Staff Retention

B	Std. Error	Beta	T	P	R square
R2 Change					
(Constant)	3.983	.555	7.182	.000	
T Leadership	.458	.149	.547	3.077	.002
	.004				.004
JS	.427	.135	.615	3.155	.002
	.673	.669			.669
JSxTL	.203	.035	1.821	5.825	.000
	.703	.030			.030

DV: staff retention

The above table depicted to assess the moderating role of transformational leadership between Job Satisfaction and staff retention. The results shows that Transformational leadership significantly influence staff retention ($\beta = 0.427, p < 0.001$), which supports H3. T & L significantly moderates the relation between T & D and staff retention ($\beta = 0.203, p < 0.001$), which supports H6. R square shows that the 3% variance in staff retention is explained by the moderating role played by the Transformational leadership interacting with Job Satisfaction.

Discussion and Conclusion

Previous research studies give an appreciative understanding to the existing literature regarding training and development, job satisfaction, and working environment (Jolly, Gordon, & Self, 2022; Jaworski et al., 2018; Ahmad et al., 2022). Based on the result and data analysis and finding of the study major and minor conclusion both were made and it was concluded that staff retention has become a challenging question for top management of various organizations small, medium or large. Hence, organizations have formulated and initiated several programs and strategies to retain their employees and enhance their growth. Still many organizations have

failed to retain their staff well. This research is an attempt to check the influence of Training & Development, working environment and job satisfaction on staff retention with a moderating role of transformational leadership. For testing the model, data were collected through a structured questionnaire from 340 employees working in banking sector of Pakistan. Hypotheses of the research are tested through SPSS using various statistical tests. The results indicate that training & development, working environment and job satisfaction have a significant positive influence on staff retention in banking sector. Transformational leadership significantly moderates the relationship between Training & Development and staff retention, significantly moderates the relationship between working environment and staff retention and significantly moderates the relationship between job satisfaction and staff retention. Banking managers are advised to give enough attention to training and the promotion of employees in order to retain them. Moreover, banking sector needs to create a positive working environment to retain their experience and qualified employees. In addition, employees should be maintained satisfied. In banking sector, managers should promote and encourage transformational leadership among employees in order to retain the competent employees.

Practical Implications

This research has several prominent implications that will be very crucial for practicing managers, banking managers, practitioners and policy makers etc. The implications are discussed Below;

- We found that training & development has significant influence on staff retention among banking sector. Hence, banking sector should promote their training and development programs and should give adequate attention to the training & development programs as to retain the most competent and loyal employees in the organization.
- Both types of training e.g. on the job training and off the job training should be followed in organizations in order to retain the qualified and experienced employees.
- This research confirmed that positive working environment significantly retains employees in

organizations. Hence, responsible managers are given the advice to create an environmental where employees feel pleasant by all working means. An environment where employees feel easy and enjoy their work, hence they will also like their job.

- Environment plays an important role for SP and staff retention. Firms and especially banking sector organizations need to invest enough resources in creation of a positive and favorable environment.
- We found that job satisfaction has a significant influence on staff retention in banking sector. Hence, HR managers and well as departmental managers are given the advice to provide satisfactory salary packages and other incentive to their employees. In this way, they will think that the organization cares and encourages their work in line with organizational vision.

Future study and limitations

As with all empirical studies, many limitations and directions exist for a future research study to further explore the phenomena. First, the scales that were used to examine the training & development, working environment, and job satisfaction capture a limited dimension of the retaining staff-related theme. Future research study needs to identify the efficacy of further measures. Secondly, the current study followed subjective measure which based on management perceptions and not justifies the possible limitations link with perceptual data. A future research study should validate the scale to overcome generalizability problems. Although the association among stated variables considered in the current study, a future study could also examine another dimension like top management support, ethical leadership and proactive environmental performance.

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