



ASSESSING THE IMPACT OF ON-THE-JOB TRAINING ON RETAINING EMPLOYEES: A GSCWU CASE STUDY

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Abstract

Human capital is one of the most critical assets of any organization, and sustaining a competitive advantage requires not only recruiting skilled employees but also retaining them over the long term. This study explores the relationship between on-the-job training (OJT) and employee retention, focusing on Government Sadiq College Women University (GSCWU), Bahawalpur. OJT is widely recognized as a strategic tool for enhancing employee retention and overall organizational performance; however, many organizations underinvest in training due to perceived costs and risks. Drawing on Herzberg's Two-Factor Theory and Human Capital Theory, this research examines the impact of OJT on employee retention. A quantitative methodology was employed, with structured questionnaires administered to university staff, and data analyzed using IBM SPSS Statistics 27.0. Results demonstrate that on-the-job training significantly improves employee retention. The study offers actionable insights for organizational leaders and policymakers, underscoring the importance of investing in employee development as a key retention strategy.

INTRODUCTION

In the contemporary business landscape, characterized by high development, there is an imperative to prioritize the significance of human resources within an organization. This emphasis on human capital is crucial for enhancing productivity and ensuring optimal resource utilization. Consequently, companies strive to retain proficient employees by actively preventing them from seeking employment elsewhere, a task that has become increasingly challenging in the current scenario (Jaseel, 2019). Recognizing the need for skill and knowledge development, employees undergo training to align with job requirements (P et al., 2020). This paper focuses on workplace training programs and examines how employee retention and on-the-job training are important strategies for retention of valuable employees.

In the modern era, employee engagement has become a key obstacle for teams because of intensifying competition in the labor market (Gan & Yusof, 2019). Organizations exhibit shortcomings that favor comprehensive, general training and prioritizing specialized training instead of suitable for specific functions. This focus renders employees less transferable to competitors, restricting their mobility within the industry. Many organizations are steering towards making employees specialized, diverging from the approach of considering training as an investment with the expectation of reciprocated commitment and retention.

Organizations neglecting their human resource practices are at a higher risk of losing skilled and trained employees, consequently incurring double costs due to both financial and operational inefficiencies. Strategies for retaining employees play



a crucial role in preserving experienced staff within an organization. This approach aims to prevent the migration of knowledge and expertise, thereby reducing the costs associated with recruiting and training new personnel. Uncontrolled employee retention poses a significant challenge for organizations, leading to high turnover rates and losses as skilled employees depart for competitors, taking with them the experience gained within the organization (Watson et al., 2019).

For senior management, the formulation of effective HR policies and strategies is instrumental in bolstering retention efforts (Jaseel, 2019). It's fundamental to fully understand retention-enhancing approaches, such as various instructional methodologies. Evaluating the most productive on-the-job training approaches can be rendered straightforward by looking at the consequences of training on employee retention. This guarantees a substantial amount of employee retention and pinpoints the essential knowledge desired by employees in order to improve their productivity and effectiveness.

Furthermore, Elsafty & Oraby, (2022) "people build the business; you do not inaugurate a business." Previous investigations have demonstrated the significance of employee retention in impacting administrative outcomes, which is the reason why it had been selected as an indicator (Gan & Yusof, 2019). To retain valuable employees, organizations can adopt strategies that encourage their staff to prolong their tenure within the company (Gan & Yusof, 2019). It was pointed out in an examination by Alshurideh (2019) that training a new hire is far more costly than maintaining an existing one. As a consequence, countless tactics—such as cultivating an appealing work environment, guaranteeing competitive remuneration, putting effort into training and development, and establishing positive relationships—help sustain personnel. In the words of Elsafty & Oraby (2022), training supports the purpose of boosting personnel's skills and knowledge, which in turn boosts profitability, satisfaction with employment, and retention of personnel.

The importance of putting effort into human capital and its consequent impact on earnings are made clear by Becker's human capital theory, which emerged in 1962. Herzberg's theory states that two variables—

hygiene factors and motivational variables—have an influence on employee satisfaction. Organizations have a higher chance of keeping their staff when satisfaction with work grows. Developing a culture of ongoing education inside the company requires underlining the importance of training in raising employee happiness. To what point has training and development for staff contributed to employee retention?

Problem Statement

In the current competitive business landscape, firms encounter significant difficulties in keeping knowledgeable staff members, as well as elevated financial and administrative expenses. An organization's overall performance is impacted by increased staff turnover, which necessitates large training and recruitment costs.

Although on-the-job training (OJT) is acknowledged as a crucial tool for raising employee happiness and understanding, little is known about how exactly OJT affects employee retention. This study aims to investigate experimentally the relationship between employee retention rates and the forms of on-the-job training that are offered. The study aims to offer practical insights for creating the best OJT strategies to drive employee retention by examining quantitative data on OJT efforts in various organizational scenarios.

Objectives

- To investigate the impact On the Job Training (OJT) and Employee Retention
- To investigate the correlation On the Job Training (OJT) and Employee Retention

Research Questions

- What is the impact of On-the-Job Training (OJT) on employee retention in an organization?
- Is there any correlation On-the-Job Training (OJT) on employee retention in an organization?

The focus of the study is to investigate the consequence of on-the-job training and development programs on the commitment of staff members and their decision to keep working with or depart from a company. It strives to evaluate, in comparison to alternative approaches, the effect of staff dedication



and retention resulting from on-the-job training and development, which is a human resource activity.

Framework

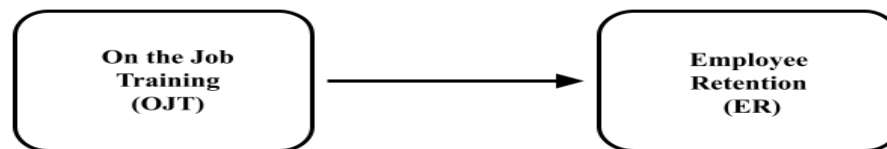


Figure 1.1

Variables

This research utilizes two types of variables: employee retention which is the dependent variable and employee on the job training, which is the independent variable.

Dependent Variable

In this research, retention serves as the dependent variable, reflecting the observed and measured effect of the independent variable, on the job training. The responses related to variables from the participants were surveyed to determine the impact of on the job training on employee retention.

Independent Variable

On the Job Training is considered the independent variable in this study, as it is the factor being examined to determine its influence on employee retention. On the Job Training is hypothesized to be the cause that produces an effect on retention, the dependent variable.

Literature Review

Employee Retention

"Retention" describes an organized strategy to create and improve an atmosphere at work that persistently

empowers individuals to do their jobs effectively, integrating procedures and guidelines that tackle their various requirements. Retaining personnel, which may be characterized as the act of inspiring people to stick with the organization, is crucial for

sustaining a productive staff and accomplishing the demands of operation. It involves creating an environment that fosters employee satisfaction through the promotion of policies and practices tailored to diverse needs (Elsafy & Oraby, 2022).

In accordance with statistical evaluation, the most prominent crucial indicator examined in market research is its employee retention rate. Moreover, evidence suggests an interaction among career fulfillment and employee retention. In conditions when job satisfaction is inadequate, recurring trends in absenteeism, turnover, and resignation decisions become apparent (Kurdi et al., 2020). Elsafy & Oraby, (2022) viewed employee retention as a strategy that involves providing training and development programs to transform employees into experts committed to their work, thus assisting the company. As such, the main goal of any organization, beginning with its selection of suitable personnel, is employee retention. Since attracting new workers comes with higher costs and takes time for them to reach peak performance, sustaining current employees is considered more important than finding new ones. (Alshurideh, 2019).

Muhammad (2020) claims a wide range of components from the perspective of human resource management and their potential to be fundamental in directing and overseeing employee retention are the primary variables affecting employee retention. Ensuring that an employee's "employee personal value coincides with the job," or that their skills, knowledge, and aptitude correspond with a proposed



job description, is the first priority. "Compensation" is the second component, and it's crucial to luring and keeping talented workers. Those at work particularly showcased exceptional performance or exhibited particular talents. Organizations appreciate these traits immensely because they frequently invest substantial expenditures in the orientation and training of their crew personnel. The third component is "incentives," which encompasses all the perks that employers provide to their employees in exchange for their output and that they anticipate receiving in return. "Training and career development," the fourth component, suggests that customized training sessions have to be conducted for enhancing future revenue for the business.

"Career advancement 3984 opportunities" is the fifth factor, and it refers to any deliberate attempt to establish a synergy between the expectations of employees in addition to specific company specifications.

The sixth aspect is "supervisor support," which is a crucial component of employee retention and signifies an advantageous working relationship between the supervisor and the employee. Employee retention in the firm is less likely if their relationship with them is deteriorated. The seventh component is "work environment," which illustrates the extent to which individuals desire to work and stick at organizations that deliver an ideal working atmosphere, where they are appreciated and have possibilities to enhance their level of efficiency. The last component is "organizational justice," which represents the company's moral treatment of its employees. In the end, all firms prioritize employee retention because finding potential candidates who are competent is crucial to the success of any business. Nonetheless, retention is more crucial than hiring since it saves the company money on training the new hire, and data indicates that replacing an old employee can cost twice as much continuously as acquiring someone fresh.

Elsafty & Oraby (2022) found that inadequate development criteria, toxic relationships, work-related stress, and inadequate guidance were the main causes of the high turnover rates in the IT sector. As a result, businesses implemented performance-based incentive programmes, enhanced communication, and gained insight into the requirements and expectations of

their workforce as retention tactics. Oraby (2022) looked into the effects of work characteristics, organizational culture and environment, and training on both voluntary and involuntary turnover. It is recommended that managers develop retention measures that effectively reduce turnover, as the findings indicate that all of these factors have a major impact on involuntary turnover.

Elsafty & Oraby (2022) conducted a study in the UK focusing on top-level managers in the IT industry. Through exploratory research, he identified employee retention dimensions and found that job satisfaction, employee engagement, flexible growth, and motivation significantly influence employee retention rates. Employee engagement emerged as the most effective factor, influencing employees' decisions to leave an organization and seek alternative employment in competitive companies.

On-the-Job Training (OJT):

Through hands-on experience and mentor-ship in the retention process, individuals can find specific employment knowledge and skills in real working conditions through on-the-job training (OJT) (Noe et al., 2019). Prioritize courses that have qualities that make you more than average classroom or World Wide Web training. OJT has the following important features including formal vs. informal, informal, active learning and counseling. Official and unofficial forms of OJT can be performed through government programs with dedicated teachers, or informally integration into routine tasks and interactions with colleagues (Arthur et al., 2020). OJT prioritizes active learning, which includes creating, monitoring and participating in real time work planning (Kuvačić & Ivanović, 2023). Colleagues or experienced managers often give it counseling and support for on-the-job training (OJT) trainees (Noe et al., 2019).

On the Job Training's Importance for Staff Development

The importance of on-the-job training (OJT) for professional development cannot be overstated, because it gives them more benefits. According to Colquitt et al. (2020), employees of actively learning projects can enhance and improve their ability to absorb feedback in their respective roles. It helps to modify the theoretical knowledge acquired during on-the-job training (OJT).



The training programs are in real-world application. critical thinking and problemsolving abilities trainees are developed through on-the-job training (OJT), exposing them to the real world challenge (Arthur et al., 2020) creating possibilities for growth and a sense of accomplishment. Well-designed on-the-job training (OJT) can increase employee engagement and reduce employee turnover rate (Kuvačić & Ivanović, 2023).

Evaluating the Value of On-the-Job Training to the Transfer of Knowledge and Development of abilities:

In many ways, OJT enhances the development of knowledge and skills. The student sees how experienced colleagues are doing things, best copied and internalized action (Baldwin and Ford, 1988). Regular feedback from consultants and managers is helpful trainees correct mistakes, refine their skills, and reinforce knowledge (Noe et al., 2019). OJT in turn, increases the complexity of the task, building the confidence and engagement of the trainees' knowledge in progressively more complex situations (Arthur et al., 2020). OJT provides trainees with a platform to test and adapt their skills and knowledge in real working conditions, promoting efficient transfers (Colquitt et al., 2020).

Modernizing On the Job Training:

OJT opportunities improve as technology improves. Virtual reality and interaction simulations are digital tools that can improve skill development and provide a safer operations environment (Bhattacharya and Shiva Subramaniam, 2022). Minor Teachings and Employment support in on the job training (OJT), ideas can be reinforced and there is ongoing support bite-sized learning modules and easily accessible implementation support (Arthur et al., 2020) are provided. Employee growth can be effectively facilitated by on-the-job training. On-the-job training (OJT) promotes skill development, information transfer, and overall employee growth by placing a high value on real-world experience, feedback, and mentor-ship. Beyond personal growth, its importance extends to improving employee engagement and organizational effectiveness.

On the Job Training (OJT) Types

Based on current research (2019–2024), we examine the following important OJT techniques and their efficacy. Types of on the job training include mentoring, Coaching, Job rotation, Apprenticeship, and other approaches. In **Mentoring**, Skilled co workers supervise and assist new hires, offering career guidance, problem-solving techniques, and feedback. According to Kuvačić and Ivanović (2023), mentoring is an effective way to promote skill development, career satisfaction, and retention. But mentor compatibility and programmed (Ivancevich, 2013) structure determine quality (Kram & Isabella, 2019). In **Coaching**, Supervisors actively mentor and challenge trainees through the completion of certain tasks and feedback, encouraging introspection and teaching as described by Noe et al. (2019). According to Colquitt et al. (2020), coaching enhances performance, engagement, and skill development.

However, coach abilities and trainee receptivity are necessary for efficacy (Smale & Kaufmann, 2023).

With the help of **Job Rotation**, Trainees pick up a variety of skills and knowledge as they transition between tasks. Adaptability, problem-solving, and cross-functional cooperation are all improved by job rotation (Arthur et al., 2020). But learning can be hampered by inadequate preparation and a lack of resources (Thite et al., 2023). **Apprenticeships** comprises Formal education is combined with on-the-job training under knowledgeable mentors in structured programs. Efficient development of jobspecific knowledge and skills through apprenticeships results in increased productivity and retention (Noe et al., 2019). However, there may be difficulties due to restricted availability and expense (Bhattacharya et al., 2022).

Another type is **alternative approaches**. To gain observational knowledge, trainees participate in job shadowing where they watch more seasoned coworkers. Real-world situations offer secure training grounds for the acquisition of new skills through the use of case studies and simulations. Virtual reality and digital technologies improve learning and engagement in technology-based on-the-job training. Effective training requires specific goals, specialized methods, and trained teachers (Arthur et al., 2020). The trainee has a demonstration given the influence



of individual differences such as motivation, prior knowledge, and learning style, as emphasized by Colquitt et al.

(2020) no. Kuvačić & Ivanović (2023) confirm the existence of an OJT effect through organizational support, including recognition, feedback, and resources approach.

Assessing Performance:

The effectiveness of any OJT technique depends on several factors. A specific goal, specialized methods and certified instructors are essential in planning and providing resources the comments of Arthur et al. (2020) no. How motivation, prior knowledge, and learning styles all affect effective trainees perform under the influence of individual differences (Colquitt et al., 2020). In summary, there is no one-size-fits-all OJT approach. Understanding the objectives of the training, the needs of the student, as well as the organizational context, are important to choose the best option. Organizations can enhance the potential of on-the-job training (OJT) to find the right candidate and motivate employees by integrating ideas and assuring high quality execution.

Employee Retention and On-the-Job Training's Relationship

Several previous studies have examined the positive relationship between scholarly interviews between on-the-job training and employee retention. The main findings and methods are as follows. Through a meta-analysis, Noe et al. (2019) found a lower effect: a large mean value of 0.31 exists between OJT and retention, indicating a positive relationship. Similarly, Kuvačić and Ivanović (2023) found that in relation to employee engagement associated with employee retention OJT had a remarkably beneficial effect. In a longitudinal study, Ivancevich et al. (2020) monitored employees for a full year and found that employees participating in an on-the-job training (OJT) program quit at a lower rate than those who received no training wholly or informally. In a case study published in 2023, Rothwell and Taylor (2023) a manufacturing company that has undergone a major reduction for two years through employee turnover full on-the-job training (OJT) which included job shadowing and mentoring.

Approaches of On-the-Job Training:

Several methods were used in the study. The relationship between OJT funding and employment quantitative retention is evaluated through surveys, questionnaires, and quantitative measurement methods references (Kuvačić & Ivanović, 2023). Rothwell and Taylor (2023) use quality approach, interview managers and employees to assess the impact on the workplace training retention from their perspective. By combining quantitative and qualitative data, researchers such as Ivancevich et al. (2020) aims to obtain detailed information understanding the complex relationship between workplace training and employee retention.

Mechanisms and Procedures of On The Job Training:

There are a number of ways in which OJT influences fashion. Emphasize on-the-job training (OJT) professional competence and confidence, giving them a sense of value and then you are likely to drop out of school (Noe et al., 2019). On-the-job quality of training (OJT) increases enjoyment and engagement, which increases overall job satisfaction and reduces the desire to care for other applications (Kuvačić & Ivanović, 2023). Orientation and Junior Jobs (OJT) developing strategies for professional development within the company, for employees to a sense of purpose reduces attrition (Arthur et al., 2020).

The staff displays a sense of humor investing in the organization. On-the-job training (OJT) reflects the organization's commitment to professional development, encouraging loyalty and mutual consideration among employees (Kuvačić and Ivanović, 2023). In conclusion, on-the-job training seems to be a powerful process of retaining staff members. Organizations can also be more inclusive committed staff and ultimately investing in skills development to reduce turnover, increased job satisfaction, and potential for career advancement.

Methodology

This study investigated the relationship between employee training and employee retention. A questionnaire was designed to gather data on the impact of training (independent variable) on retention (dependent variable). Quantitative data was collected through questionnaires using a probability sampling method. Employees were surveyed using a 5-



point Likert scale questionnaire. The collected data was analyzed using SPSS.

Research Instrument

The most important part of the research is data collection. Research instrument is a tool that is used for measurement of the variable and data collection in study for research purposes. The research instrument should be authentic, valid and reliable. In this research, adapted and modified survey questionnaires were used to collect data and to perform analysis. The research questionnaires contain two parts, the first one is demographic information and the second part contains two sections: one section contains statements related to Independent variable while other section contains statements related to Dependent variable. The second part contains 15 statements in total.

Population

This research focuses on a connection between employee on the job training and retention of employees, with a target audience of current employees. The questionnaire was distributed to employees of Government Sadiq College Women University, Bahawalpur. The findings may prove useful for organizations that strive to retain valuable staff members and actively support employee growth. This study will motivate organizations to consider the impact of job training on employee retention.

Sample Size

The sample size is the total number of research participants. In this study as well, the population size was known, so the sample size could be calculated. As a result, sample size is estimated using Yamane's formula, $n = N / (1 + Ne^2)$, in which n denotes the true sample size, N the population size, and e the margin of error. Given that $N = 145$ and e is 0.05, the sample size in this instance is 106. When it comes to gathering data, 30% of the 106 participants in the sample were men and 70% were women. A statistical analysis was conducted on the information gathered from the 98 respondents, as 2% indicated that they were not interested in answering the survey.

The simple random sampling method was employed to collect questionnaires from employees of

Government Sadiq College Women University, Bahawalpur.

Sampling Techniques

As the population for this research is known, then probability sampling is used. Each member has equal chances of being selected. Responses were gathered by means of a simple random sampling method.

Methods & Participants

The nature of this study is exploratory and descriptive. The primary sources were used in this research for data collection. Instruments used to collect data were Questionnaires in this survey. The data was collected from primary sources by conducting surveys with filled responses through a designed questionnaire method.

There were two parts of this questionnaire. In the first part, there were questions related to demographics like gender, age etc.

The second part of this questionnaire consisted of a question in which participants were inquired to give them their responses on five point likert scale of the given statements of On the Job Training (OJT) and employee retention (ER).

In the given scales, 1 demonstrates "strongly disagree", 2 demonstrates "disagree", 3 demonstrates "neutral", 4 demonstrates "agree", 5 demonstrates "strongly agree".

Tool & Tests for Analysis

For this purpose SPSS software was used to analyze the data.

Tests for data analysis were

- Reliability test
- Normality test
- Correlation
- Regression

$$\hat{Y}_1 = \alpha + \beta_1 X_{1t} + u$$

Where $\hat{Y}_1$ = Employee Retention α = Constant β_1 = Regression Coefficient

X_{1t} = On the Job Training

u = error term

- Anova

Data Analysis & Findings

Analysis of research data is given in following paragraphs:



Demographic Part

4.1.1 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30	43	43.9	43.9	43.9
31 - 45	53	54.1	54.1	98.0
46 - 60	2	2.0	2.0	100.0
Total	98	100.0	100.0	

Table 4.1 Age

This table illustrates that samples consist of participants of three age groups. There were a total 98 participants.

43.2% participants were below 30.

54.1% participants were from 31 to 45 years of age.

2.0% participants were from 46 to 60 years of age.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	29	29.6	29.6	29.6
Female	69	70.4	70.4	100.0
Total	98	100	100	

Table 4.2 Gender

Data in this table illustrate that out of 98 participants, 69 were female and 29 were male. This shows 29.6% responses from male side and 70.4% from the female respondents side.

4.1.3 Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
less than 1 year	13	13.3	13.3	13.3
1 to 5 years	40	40.8	40.8	54.1
6 to 10 years	42	42.9	42.9	96.9
11 to 20 years	3	3.1	3.1	100.0
Total	98	100.0	100.0	

Table 4.3 Experience

This table illustrates how long employees have been serving this institute which means experience they have got after doing this job.

13.3% participants have less than 1 year experience.



40.8% participants have 1 to 5 years of experience.
42.9% participants have 6 to 10 years of experience.
3.1% participants have 11 to 20 years of experience.

Reliability Analysis (Cronbach's Alpha)

	N	%
Valid	98	100.0
Excluded	0	.0
Total	98	100.0

Table 4.4 Case Processing Summary

Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	N of item
.875	.941	15

Table 4.5 Reliability Statistics

Cronbach's alpha is a statistic, often used to represent that tests and scales developed for research are suitable for this purpose.

The acceptable value of any scale is 0.7 or above. This table shows that the instrument is reliable. Table represents the cronbach's alpha value 0.875 and reliability of all items as 0.941 which shows that collected data is acceptable.

Descriptive Statistics Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	98	1	2	1.70	.459
Age	98	1	3	1.58	.539
Experience	98	1	4	2.36	.750
Marital status	98	1	2	1.62	.487
OJT	98	1	5	3.7829	.75007
ER	98	1	5	3.9311	.95840

Table 4.6 Descriptive Analysis

The purpose of this table is to report a number of features of collected data involved in this research. In this table of descriptive statistics, minimum and maximum value, mean, standard deviation, are reported.

The mean value in this table ranges from 1.58 to 3.93. The mean value for employee retention is 3.93 and mean value for on the job training(OJT) is 3.78. Standard Deviation is the measure of spread of values within the given data. The standard deviation of on the job training(OJT) data is 0.75007 and employee retention data is 0.95840.



Regression

Correlation Analysis

	OJT	ER
OJT Pearson Correlation	1	.802**
Sig. (2-tailed)		<.001
N	98	98
ER Pearson Correlation	.802**	1
Sig. (2-tailed)	<.001	
N	98	98

Table 4.7** Correlation is significant at the 0.01 level (2-tailed).

Pearson Correlation of the given variables:

A statistical technique called correlation can be used to determine the degree and strength of a link between two variables. Positive correlation occurs when there is a directional difference between the two variables; the correlation coefficient should always be between -1 and. On the other hand, if one variable travels in one direction and the other variable moves in the other. We refer to it as a negative correlation.

There is a linear link when the two variables move in the same ratio.

- Correlation of employee retention and on the job training is shown as 0.802 which represent strong positive linear relationship. This shows that due to increase in one variable the other will also increase. The significance level (p-value) for these variables is 0.802 which shows chances of acceptance are higher.

Model Summary of Regression

Model	R	R Square	Adj. R Square	Std. Error of Estimate	R Square Change	F Change	df 1	df 2	Sig. F Change	Durbin Watson
1	.802	.643	.639	.57591	.643	172.628	1	96	<.001	1.894

Table 4.8 Model Summary of Regression

On the Job Training(OJT) and Employee Retention:

This table shows that the significance value of independent variables (OJT) is $p=0.000$ which is lower than the value 0.05. It means that the given model has a significant relationship with the variables.

The value for R Square 0.643 which indicates that on the job training(OJT) impacts only 64.3% on employee retention(dependent variable). This shows a very high impact on dependent variables.

The value of Adjusted R-Square is 0.639, it shows the 63.9% significance, which means the model is well-fitted.

yAnova

Durbin Watson: it is a statistical test used to find whether auto-correlation exists or not.

The range of durbin Watson test values is 0 - 4. A value ranging from 0 to 2 means that no auto-correlation exists in the sample.

As the value is 1.894 in this table. This means no auto-correlation exists in the residuals as the value is lower than 2.



Model	Sum of Square	df	Mean Square	F	Sig.
Regression	57.257	1	57.257	172.628	<.001
Residual	31.841	96	.332		
Total	89.098	97			

Table 4.9 Anova

A useful test for data analysis is the Analysis of Variance (ANOVA). In regression analysis, analysts utilize the ANOVA test to figure out how factors that are independent influence dependent variables. Significance of these independent variables is below 0.05, which is 0.000.

		Unstandardized Coefficient	Standard Co-efficient			Correlation	Correlation	Correlation	Collinearity Statistics	Collinearity Statistics
Model	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	.056	.301		.187	.852					
OJT	1.024	.078	.802	13.139	<.001	.802	.802	.802	1.000	1.000

Table 4.10 Coefficient

This test is used for estimating the degree to which the connection is. Tolerance testing and VIF indicate the multi-collinearity of independent variables. Every independent variable's strength can be readily estimated and compared to the dependent variable using the standardized beta coefficient. A greater beta coefficient value would have a more pronounced effect.

The significance of each coefficient in a regression model can be compared using the standardized coefficient.

- The Beta for on the job training (OJT) is 0.802 which is 80.2% that shows strong relationship with employee retention (dependent variable).

Conclusion and Recommendations

Discussion

The basic purpose of this research is to explore and present the relationship between on the job training(OJT) and employee retention with no any control variables. For this study, 98 samples were collected which concludes that most of the respondents were of ages between 25 to 45, from which 29.6% were male respondents and 70.4% were female participants.

This study has a significant value of this model is between acceptable range and shows positive

correlation between on the job training(OJT) and employee retention in this study.

According to results presented in , null hypothesis is accepted that is There exists a positive relationship between on the job training (OJT) and employee retention.

Conclusion

From the analysis of employee retention by collecting 88 samples, the study concluded that on the job training (OJT) and employee retention has a significant relationship which is a highly positive relationship. In this research, the normality of data was assessed by Cronbach's Alpha test and the results show that the value lies within the acceptable ranges. Correlation of on the job training (OJT) and employee retention is 0.802 which is a strong positive linear relation. Durbin Watson value is 1.894 which shows that no auto-correlation exists in this data. The significance of model 2 is 0.000 which shows that the model is significantly fit. On the job training (OJT) has 80.2% influence on dependent variable employee retention which shows strong impact.



Limitations and Recommendations

- This research has a small sample size. sample size can be increased to get better acceptability and accuracy.
- The number of independent variables can be increased to get better results.
- Data can be collected both offline and online to achieve high accuracy results.
- Off the job training can also serve as an independent variable against employee retention.
- Time is short to conduct this research. If the time period increased, better results could be conducted.

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