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Conceptual Framework for Assessing the Multilevel Effects of Training and Development, and Employee Job Performance

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Abstract

In today's competitive work environment, organisations increasingly invest in Training and Development (T&D) to enhance employee capabilities; however, there remains a limited understanding of the multilevel pathways through which T&D impacts employee job performance. This study aims to develop a comprehensive conceptual framework that examines the direct and indirect effects of T&D on employee performance by integrating key attitudinal constructs such as and employee retention, job satisfaction, and employee commitment. Drawing on six complementary theories; Human Capital Theory, Social Exchange Theory, Resource-Based View, Organisational Support Theory, Affective Events Theory, and Herzberg's Two-Factor Theory, this research synthesizes existing literature to establish a theoretically grounded conceptual model. Using an extensive conceptual analysis, the study proposes twelve testable hypotheses outlining how T&D initiatives influence job satisfaction, commitment, and retention, which in turn shape performance outcomes. The conceptual framework contributes to theory by unifying diverse perspectives that explain how skill investments translate into sustainable competitive advantage through employee attitudes and behaviours. Practically, the model offers actionable understandings and intuitions for human resource practitioners and policymakers to design T&D programs that strengthen job satisfaction, and retention, ultimately driving high performance. By addressing these critical gaps in understanding the mediating mechanisms between T&D and performance, this study provides a solid foundation for future empirical validation and cross-contextual application, advancing scholarly discourse and supporting evidence-based HRM practices.

Keywords: Training and Development; Employee job Satisfaction; Employee Retention, Employee Commitment, Employee Performance.

Introduction

In an era of rapid technological advancements and increasing global competition, organisations are compelled to invest in employee development to sustain performance and retain talent especially in the contemporary knowledge economy, organisations increasingly view human capital as their most valuable asset, with strategic investments in training and development (T&D) seen as pivotal for sustaining competitive advantage (Becker, 1964; Elsafty & Oraby, 2022). Grounded in an integrated multilevel framework, this study defines its core concepts and variables to ensure conceptual clarity and consistency. Training and Development (T&D) are defined as systematic, planned organisational activities designed to enhance employees' job-related knowledge, skills, abilities, and attitudes to improve their current and future work performance (Becker, 1964; Devi & Indoria, 2023). T&D encompasses a range of formal and informal learning interventions, including on-the-job training, mentoring, coaching, and continuous professional development (Oraby & Elsafty, 2022). Employee job performance, refers to the extent to which an employee successfully executes assigned tasks and responsibilities, meeting or exceeding performance standards and contributing to overall organisational goals (Nguyen, 2020; Mubarok et al., 2022; Memon et al., 2023). Employee retention is conceptualized as employees' intention and actual decision to remain with an organisation over a sustained period, influenced by perceived career growth and organisational support (Monil et al., 2022; Bharadwaj, 2023). Job satisfaction denotes an employee's overall positive emotional evaluation of their job and work environment, shaped by work conditions, rewards, and growth opportunities (Weiss & Cropanzano, 1996; Suhairi et al., 2024). Organisational commitment reflects an employee's psychological attachment and sense of loyalty to the organisation, motivating continued contribution and alignment with organisational objectives (Eisenberger et al., 1986; Herzberg, 1968).

The positive relationship between T&D and employee retention was demonstrated by numerous studies that it enhances retention by equipping employees with relevant skills and signalling organisational investment in their growth (Khadka & Khadka, 2024; Oraby & Elsafty, 2022; Kumari, 2022; Alfes et al., 2018). Oraby and Elsafty (2022) found that T&D significantly reduced turnover intentions in service industries, while Kumari (2022) reported similar findings in manufacturing settings. Consistent with Social Exchange Theory, employees reciprocate T&D investments with greater loyalty and reduced turnover (Wei et al., 2022). However, some studies suggest that the effect of T&D on retention varies by context, with Monil et al. (2022) noting weaker effects in industries with high external job opportunities. Building on this evidence, job satisfaction has been widely identified as a key mediator between T&D and employee outcomes. Nguyen and Duong (2021) found that T&D enhances job satisfaction by improving employees' confidence and role clarity, which in turn boosts retention and performance. Similarly, Suhairi et al. (2024) reported that job

satisfaction mediates the relationship between T&D and retention in public sector organisations. However, contradictions exist regarding the strength of this mediation. Bibi et al. (2018) found that work environment moderates the T&D-job satisfaction relationship, suggesting that poor organisational conditions may diminish T&D's positive effects. An extension of this argument highlights organisational commitment as another critical mediator. Mirić and Slavković (2023) demonstrated that T&D fosters commitment in the hotel industry, which subsequently enhances retention and performance. This position mainly aligns with Organisational Support Theory, as employees perceive T&D as a gesture of organisational care (Eisenberger et al., 1986). Conversely, some studies, such as Alrazehi et al. (2021), suggest that the mediating role of commitment may be less pronounced in high-turnover sectors like banking, where external rewards play a larger role. Employee job performance, as the ultimate outcome, is consistently linked to T&D through mediating variables. Memon et al. (2023) and Riyanto et al. (2021) found that T&D improves performance by enhancing job satisfaction and engagement, particularly in knowledge-intensive industries. However, contradictions arise regarding the direct versus indirect effects of T&D. While Nguyen (2020) reported a direct positive effect of T&D on performance, Hadaitana and Iqbal (2023) argued that this relationship is fully mediated by job satisfaction, highlighting the need for further exploration.

Despite widespread consensus on the importance of T&D in enhancing individual and organisational outcomes, persistent inconsistencies remain regarding how such initiatives translate into measurable improvements in employee job performance (Monil et al., 2022; Bharadwaj, 2023). This disconnection between training inputs and performance outputs represents a critical gap in Human Resource Development (HRD) scholarship and practice because at the heart of this discourse is the assumption that training enhances employees' knowledge, skills, and attitudes, which should naturally improve performance (Armstrong, 2020; Devi & Indoria, 2023).Hence, these developments reveal that there are still several contradictions and unresolved issues, which persist because most studies confirm T&D's positive effect on retention (Oraby & Elsafty, 2022; Kumari, 2022), others suggest that highly trained employees may become more marketable, increasing turnover in competitive industries (Monil et al., 2022). This discrepancy may stem from contextual factors, such as industry type or labour market conditions, which remain underexplored. Similarly, the mediating roles of job satisfaction and commitment are widely supported (Nguyen & Duong, 2021; Mirić & Slavković, 2023), but their relative importance varies across studies. For instance, Alrazehi et al. (2021) found that job satisfaction outweighs commitment in mediating T&D's effects in banking, while Suhairi et al. (2024) emphasized commitment in public sector contexts. It is also pertinent to realise that the direct versus indirect effects of T&D on job performance remain contested, with some studies advocating full mediation through attitudinal variables (Hadaitana & Iqbal, 2023) and others suggesting partial direct effects (Nguyen, 2020). Empirical evidence suggests that the relationship between training and development (T&D) and job performance is neither direct nor linear due to the influence of

intervening factors like job satisfaction, organisational commitment, and perceived organisational support, which can amplify or weaken these effects (Fletcher et al., 2018; Wei et al., 2022). These contradictory theoretical positions emphasise the need for more complexed, multilevel analyses, since recent literature challenges the idea of a one-size-fits-all approach to T&D effectiveness: whereas Bharadwaj (2023) and Suhairi et al. (2024) confirm positive impacts on retention and satisfaction, Qamar et al. (2013) and Bibi et al. (2018) highlight how contextual factors such as organisational culture and supervisory support shape outcomes.

This study is pinned on six complementary theoretical lenses Human Capital Theory, Social Exchange Theory, Resource-Based View, Organisational Support Theory, Affective Events Theory, and Herzberg's Two-Factor Theory for providing a robust conceptual scaffold to examine how training and development initiatives exert direct and indirect effects on employee job performance through attitudinal and behavioural mechanisms. Collectively, the study variables are interwoven through the theories and the conceptual tensions are mirrored in the theories, with Human Capital Theory (Becker, 1964) and the Resource-Based View (Barney, 1991) focusing on skills as strategic assets, while Social Exchange Theory (Blau, 1964) and Organisational Support Theory (Eisenberger et al., 1986) stress reciprocal relationships and perceived support. Similarly, Kumari (2022) and Nguyen (2020) point to the mediating roles of job satisfaction and commitment, and frameworks like Herzberg's Two-Factor Theory (Herzberg, 1968) and Affective Events Theory (Weiss & Cropanzano, 1996) help explain how attitudes and emotions link training to outcomes, highlighting that T&D effectiveness is best understood through an integrated, multilevel perspective that accounts for individual and organisational dimensions. These theories collectively emphasise the multifaceted role of T&D in shaping employee outcomes. Employee retention, defined as an organisation's ability to retain its workforce (Al-Suraihi et al., 2021), is often influenced by T&D through improved skills and perceived organisational support (Alfes et al., 2018). Job satisfaction, the extent to which employees feel content with their roles (Shelton, 2001), mediates the relationship between T&D and performance by fostering positive attitudes (Nguyen, 2020). Organisational commitment, reflecting employees' emotional attachment to their organisation (Becker et al., 1996), further mediates this relationship by enhancing motivation and performance (Chordiya et al., 2017). Job performance, the dependent variable, encompasses employees' effectiveness in fulfilling role requirements (Memon et al., 2023).

Despite the proliferation of such intuitions, significant empirical gaps persist since only few studies comprehensively integrate these complementary theories to assess the cascading effects of T&D on performance through retention, job satisfaction, and commitment (Suhairi et al., 2024; Monil et al., 2022). Much of the extant research remains siloed, focusing on isolated variables or single-level effects, thereby neglecting the complex interdependencies that characterise modern workplaces in light of the sporadic technological development, which demands a systematic T&D approach to settle with the pace of trends. This oversight is particularly consequential for organisations operating in Volatile, Uncertain, Complex, and

Ambiguous (VUCA) environments, where talent retention and performance are increasingly interlinked (Ghani et al., 2022). Given these gaps, this study proposes a robust conceptual framework that unifies six complementary theories of Human Capital Theory, Social Exchange Theory, Resource-Based View, Organisational Support Theory, Affective Events Theory, and Herzberg's Two-Factor Theory to systematically assess how T&D influences job performance via mediating mechanisms such as employee retention, job satisfaction, and commitment. By deploying a multilevel perspective, this research moves beyond reductionist models to offer a more comprehensive understanding of how and why training interventions succeed or fail across diverse contexts (Alfes et al., 2018; Bharadwaj, 2023).

Training and Development

Training emerges as a foundational human resource management practice defined by its structured, formal, and purposeful nature. As Oraby and Elsafty (2022) describe, training equips employees with targeted skills or addresses performance gaps to enhance effectiveness. Qamar et al. (2013) further stress that training is an organized activity designed to impart information or instructions, aiming to improve employees' knowledge or skills to a required standard. Bibi, Ahmad, and Majid (2018) add a vital nuance by highlighting the role of the organisation in deliberately planning these activities to facilitate the learning of job-related competencies. Collectively, these perspectives frame training as an intentional, skill-specific intervention that directly supports employees' immediate job performance while aligning individual capabilities with organisational needs.

Development, in contrast, extends beyond the immediacy of current job roles and focuses on nurturing employees' long-term growth and future career trajectories. Devi and Indoria (2023) define development as encompassing all aspects of employee growth to prepare them for greater responsibilities, which Bharadwaj (2023) supports by describing it as a set of long-term activities designed to equip employees for future work demands and career progression. While some studies like Alfes, Fletcher, and Robinson (2018) do not explicitly define the term, they imply that development includes initiatives such as mentoring, coaching, and succession planning. Synthesizing these views, development can be understood as a proactive, future-focused HR strategy that invests in employees' potential, strengthens leadership pipelines, and builds organisational resilience. Therefore, Training and Development (T&D) are critical organisational strategies that enhance employee skills, knowledge, and competencies, leading to improved performance and organisational effectiveness. T&D programmes foster career growth, skill enhancement, and adaptability to changing work environments, particularly in dynamic industries like banking and technology (Devi & Indoria, 2023; Meenakshi et al., 2024). They contribute to employee engagement, motivation, and a sense of value within the organisation, organisational loyalty, ultimately reducing turnover and enhancing organisational effectiveness and capabilities with organisational goals, fostering a culture of continuous learning and development which are essential for long-term organisational success (Meenakshi et al., 2024; Bharadwaj, 2023; Bhakuni & Saxena, 2023; Oraby & Elsafty, 2022;

Kumari, 2022). Hence, these positions sum to the fact that Training and development (T&D) aim to enhance employees' skills, knowledge, and competencies to improve their job performance, adaptability, career growth, and employee engagement to align them, particularly in dynamic industries.

Employee Job Satisfaction

Job Satisfaction is a widely researched construct in organisational behaviour and human resource management, with various definitions emphasising its emotional, attitudinal, and evaluative dimensions. Job satisfaction is commonly defined as an employee's emotional response toward their job role, reflecting the extent to which their needs and expectations are met within the workplace (Mendofa et al., 2024; Mubarok et al., 2022). It encapsulates feelings about work conditions, pay, promotion, relationships with colleagues, and the work itself (Satria & Nawangsari, 2019). These definitions look at positive emotional state arising from one's appraisal of work, resonate with Locke's (1976) seminal perspective. This emotional core is echoed by Iqbal et al. (2017), who frame job satisfaction as the pleasure or contentment derived from doing a job, while Fitriana and Nelson (2024) broaden this by highlighting the role of work conditions, compensation, supervision, and the general work environment in shaping these feelings. Okolie and Irabor (2019) further stress the attitudinal aspect by describing it as an employee's general attitude toward their job, aligning with De Sousa Sabbagha, Martins, and Ledimo (2018), who operationalize it as the extent to which employees like their work and feel positively about it. Together, these definitions illustrate how job satisfaction is multi-faceted, linking personal emotions, workplace factors, and general attitudes to job roles.

Job satisfaction is broadly recognized as an employee's internal state reflecting positive or negative feelings about their work, roles, and organisational environment (Mendofa et al., 2024; Mubarok et al., 2022). It encompasses how well an individual's expectations and values align with what they actually experience at work (Desai, 2018). Scholars often distinguish between intrinsic factors such as meaningful tasks, autonomy, and recognition and extrinsic factors like compensation, benefits, and job security (Iqbal et al., 2017; De Sousa Sabbagha et al., 2018). Research consistently shows that job satisfaction functions as a crucial link between human resource practices and desired outcomes like retention and performance (Riyanto et al., 2021; Khan et al., 2019). Ultimately, when employees perceive fairness, growth opportunities, and a supportive climate, their satisfaction levels tend to increase, fostering stronger psychological attachment and loyalty. Therefore, the key elements of job satisfaction include intrinsic factors (e.g., meaningful work, recognition) and extrinsic factors (e.g., compensation, job security) (Iqbal et al., 2017). A consistent theme across studies is that higher job satisfaction enhances motivation and reduces turnover intentions (Desai, 2018; Sariwulan et al., 2020; Azmy & Arifin, 2025). This is because satisfied employees are more engaged, productive, and loyal, thereby contributing to organisational effectiveness (Satria & Nawangsari, 2019). As De Sousa Sabbagha et al. (2018) noted, job satisfaction predicts

retention by fostering stronger organisational ties and positive work attitudes. Job satisfaction is intended to create a positive emotional state among employees regarding their work environment, compensation, and career opportunities, thereby enhancing motivation and productivity. It serves as a critical mediator between HR practices (e.g., T&D, compensation) and outcomes like employee retention and performance (Suhairi et al., 2024; Nguyen & Duong, 2021). The purpose of fostering job satisfaction is to reduce turnover intentions, improve employee well-being, and promote positive work attitudes, particularly in high-pressure sectors like logistics and hospitality (Iqbal et al., 2017; Ndiango et al., 2024). Job satisfaction reflects employees' contentment with their roles, encompassing factors like compensation, work environment, and career opportunities. It is a pivotal driver of employee motivation, engagement, and performance (Iqbal et al., 2017; Desai, 2018).

Employee Retention

Retention is a voluntary move by an organisation to create an environment which engages employees for long term (Chaminade, 2007). Employee retention strategies primarily aim to stabilize workforce continuity and reduce turnover, ensuring operational efficiency and organisational stability (Noorulkhathija & Hussain, 2025; Ghani et al., 2022; Al-Suraihi et al., 2021). A significant purpose is to enhance employees' job satisfaction and motivation by improving HR practices, organisational culture, and fair compensation structures, which collectively reduce the desire to leave (Fatmawati et al., 2025; Iqbal et al., 2017; Cahyono, 2024; Pertiwi & Supartha, 2021). Another critical goal is to strengthen employees' organisational commitment and loyalty, fostering a sense of belonging that promotes long-term retention (Nyoni, 2024; Khan & Shah, 2021; Haque, 2023). Simultaneously, organisations employ retention strategies to sustain effective talent management, ensuring they can attract, nurture, and keep valuable employees in competitive markets (Satria & Nawangsari, 2019; Fletcher et al., 2018).

Furthermore, these strategies are essential for driving organisational performance by maintaining a pool of skilled, experienced staff whose contributions boost productivity and service quality (Memon et al., 2023; Kiran et al., 2024; Srivastav et al., 2024). Retention efforts also reduce recruitment and onboarding costs by minimizing unnecessary turnover and associated training expenses (Patro, 2022; Ghani et al., 2022). Sector-specific retention plans help address unique challenges in industries like hospitality and banking, where high turnover rates threaten sustainability (Ahad et al., 2020; Ghani et al., 2022). Importantly, many studies emphasize that job satisfaction mediates the link between HR practices and employee retention, positioning satisfaction as a central mechanism through which retention goals are realized (Amirah & Emam, 2021; Khan et al., 2019). Therefore, employee retention is vital for organisational stability, reducing turnover costs, and maintaining institutional knowledge. T&D, job satisfaction, and commitment, create a supportive work environment that encourages employees to stay (Wei et al., 2022; Bharadwaj, 2023; Mendofa et al., 2024). Retention is particularly crucial for younger employees and in competitive sectors like banking

and IT, where talent retention supports organisational competitiveness (Nguyen & Duong, 2021; Azmy & Arifin, 2025). This further implies that employee retention is critical in competitive industries like IT and banking, where retaining talent sustains organisational performance and reduces recruitment expenses (Patil, 2022; Umana et al., 2024). The attainment of these goals is largely influenced by the extent of employee retention strategies designed to implement targeted HR practices, such as T&D, competitive compensation, recognition, and work-life balance initiatives, to reduce turnover and enhance employee loyalty. These strategies aim to address employee needs, improve job satisfaction, and foster commitment, particularly for diverse groups like Millennials and Generation Z (Ghani et al., 2022; Syal et al., 2024). The purpose is to create a holistic approach to retention by integrating career development, supportive leadership, and organisational culture to maintain a motivated workforce (Patro, 2022; Haque, 2023).

Employee Commitment

Commitment is considered to be psychological immersion of an individual with his institute through sense of belonging, ownership of organisational goals and being ready to accept challenges (Dolan, Tzafrir, & Baruch, 2005). Employee Commitment, the literature underlines its psychological and behavioural nature as a force binding employee to the organisation's goals and values. Aziz et al. (2021) describe commitment as an employee's psychological attachment, willingness to exert effort, and desire to stay, capturing the affective, continuance, and normative dimensions famously theorized by Meyer and Allen. Jaison (2023) builds on this by focusing on employees' identity and active engagement in organisational operations, which complements Becker et al.'s (1996) classic theoretical view of commitment as a binding force to relevant courses of action. Dalkrani and Dimitriadis (2018) highlight loyalty as a core element, framing commitment in terms of how strongly an employee feels connected to the organisation. This view aligns with Pepple and Ambilichu (2023), who see commitment as an employee's dedication to the mission and goals, a perspective often emphasized in modern performance appraisal and engagement studies.

Employee commitment, on the other hand, captures the psychological bond employees feel with their organisation, which often determines their willingness to contribute effort and remain with the company (Aziz et al., 2021; Ismail & Razak, 2016). Commitment is multi-dimensional affective commitment reflects an emotional attachment, continuance commitment considers the perceived costs of leaving, and normative commitment represents a sense of moral obligation to stay (Chordiya et al., 2017; Becker et al., 1996). The synergy between commitment and job satisfaction is well-documented; a satisfying work environment strengthens commitment, while committed employees are more resilient to stress and more likely to exceed performance expectations (Pepple & Ambilichu, 2023; Dalkrani & Dimitriadis, 2018). This dynamic highlight that building commitment is not just about contracts or tenure but nurturing trust, support, and shared values that bind individuals to collective goals. Employee commitment refers to the psychological attachment an employee

feels toward their organisation, influencing their willingness to contribute to its goals (Aziz et al., 2021; Ismail & Razak, 2016). It can be affective (emotional attachment), continuance (cost of leaving), or normative (sense of obligation) (Chordiya et al., 2017). The core components of commitment include loyalty, identification with organisational values, and a desire to maintain membership (Becker et al., 1996). Commitment is influenced by job satisfaction, leadership, and support structures (Demircioglu, 2021). The literature repeatedly emphasizes that job satisfaction and commitment are mutually reinforcing (Dalkrani & Dimitriadis, 2018; Inegbedion, 2024). It is also acknowledged that employee commitment, particularly affective commitment, aims to cultivate an emotional attachment to the organisation, encouraging employees to align their personal goals with organisational objectives. It seeks to enhance employee motivation, reduce turnover, and improve performance by fostering a sense of belonging and loyalty (Aziz et al., 2021; Cesário & Chambel, 2017).

In the end high commitment improves performance by motivating discretionary effort and reducing absenteeism and turnover (Pepple & Ambilichu, 2023; Cesário & Chambel, 2017). It also strengthens psychological contracts, fostering trust and stability within the workforce (Astuty & Udin, 2020). This also justifies the justification for the differing variations from individual employees that are triggered by the internal dose of mechanisms pushing the internal urge for increased performance. this preposition was earlier acknowledged that employees with strong organisational will work harder in order to contribute to organisation's performance (Tolentino, 2013).

Employee Performance

Job performance of an employee at place of work is also called as employee performance and it deals with the accomplishment of tasks which are given to workers by the top management (Khan & Imtiaz). Performance according to Sultana et al., (2012) it is the fulfilment of particular task calculated against established standards and expectations regarding performance of employees. The construct of employee performance is widely defined through measurable, observable work behaviors and outcomes that align with organisational expectations. Mubarok, Lindayani, and Farizah (2022) describe performance as the degree to which an employee fulfills tasks included in their job description, underscoring its operational aspect. Riyanto, Endri, and Herlisha (2021) add nuance by emphasizing both the quality and quantity of work accomplished, while Djuli, Abdussamad, and Sulila (2023) conceptualize performance as outputs measured against expected standards a perspective consistent with key performance indicators (KPIs). Srivastav et al. (2024) adopt a broader lens by including proficiency, adaptability, and proactivity, reflecting the multidimensional view of contextual and task performance. Similarly, Khan et al. (2019) stress that performance results from the interplay of employee effort and ability to achieve tasks efficiently. Collectively, these definitions highlight that employee performance is best understood as a synthesis of behavioural, output-based, and contextual factors, all integral to organisational success.

Employee performance represents the degree to which employees effectively carry out their tasks and contribute to organisational success, often measured by productivity, quality of work, and goal achievement (Memon et al., 2023; Putra, 2023). Performance is rarely driven by technical competence alone; it is deeply shaped by factors like motivation, job satisfaction, and organisational commitment (Hendri, 2019; Cvjetković, 2022). High-performing employees demonstrate initiative, innovation, and alignment with strategic objectives, all of which hinge on their level of engagement and morale (Srivastav et al., 2024; Cesário & Chambel, 2017). Taken together, these concepts reveal an interdependent cycle: a satisfied employee tends to develop stronger commitment, which fuels higher performance, creating a reinforcing loop that benefits both individuals and the wider organisation. Organisations that invest in supportive cultures, fair rewards, and employee well-being are therefore more likely to unlock sustainable performance outcomes.

Employee performance as noted encompasses the effectiveness and efficiency with which employees fulfill job tasks and responsibilities, aligned with organisational goals (Memon et al., 2023; Putra, 2023). This implies that performance is shaped by motivation, skills, engagement, job satisfaction, and commitment (Hendri, 2019; Riyanto et al., 2021). Studies demonstrate that when job satisfaction and commitment levels are high, performance tends to improve due to better focus and reduced counterproductive behaviour, drives competitive advantage, customer satisfaction, and profitability (Saman, 2020; Cvjetković, 2022; Nugroho, 2023; Srivastav et al., 2024). Organisations that cultivate supportive environments, recognise achievements, and invest in employee well-being typically see higher levels of sustainable performance (Arifin, 2024; Cesário & Chambel, 2017). In essence, employee performance aims to drive organisational productivity, innovation, and service quality by ensuring employees effectively execute their roles. It is the outcome of effective T&D, high job satisfaction, and strong commitment, which enhance employees' motivation and capabilities (Riyanto et al., 2021; Memon et al., 2023). The purpose is to align individual performance with organisational goals, contributing to overall success in industries like manufacturing and education (Nguyen, 2020; Sanjaya et al., 2023).

Theoretical Framework

A well-grounded theoretical framework is critical for situating the study *"Conceptual Framework for Assessing the Multilevel Effects of Training and Development and Employee Job Performance"* within established scholarly discourse. This study draws upon six complementary theories, namely; Human Capital Theory (Becker, 1964), Social Exchange Theory (Blau, 1964), Resource-Based View (Barney, 1991), Organisational Support Theory (Eisenberger et al., 1986), Affective Events Theory (Weiss & Cropanzano, 1996), and Herzberg's Two-Factor Theory (Herzberg, 1968) to explain how training and development (T&D) initiatives influence employee retention, employee job satisfaction, commitment, and ultimately, job performance through multiple interrelated pathways.

The Human Capital Theory was originally developed by Becker (1964), posits that investments in employee skills, knowledge, and competencies enhance individual and organisational productivity. From this perspective, training and development are viewed not as costs but as strategic investments yielding long-term economic returns (Noe et al., 2024). Empirical research supports this view, highlighting that organisations that consistently invest in T&D report higher levels of employee capability and sustainable performance (Asbari et al., 2023). In this study, Human Capital Theory directly informs T&D and its assumed effect on the employee performance by asserting that skill acquisition enhances individual productivity and organisational competitiveness. This theoretical lens validates the proposed pathways where T&D influences mediators such as job satisfaction and commitment, which in turn drive retention and performance.

The Social Exchange Theory (SET), articulated by Blau (1964), frames workplace relationships as reciprocal exchanges. Employees who perceive organisational investments in their growth feel a sense of obligation to reciprocate through increased loyalty and discretionary effort (Cropanzano & Mitchell, 2005). This principle directly supports hypothesised linkages between T&D and attitudinal outcomes such as job satisfaction and commitment. Recent studies (Alfes et al., 2018; Cesário & Chambel, 2017) demonstrate how SET explains why well-structured training generates positive affective responses, fostering stronger commitment and higher retention rates. In this study, SET therefore anchors the relationships among T&D, employee retention, job satisfaction and commitment, which functions both as a mediator and dependent variable.

The Resource-Based View (RBV) was developed by Barney, (1991) emphasises that firm-specific, Valuable, Rare, Inimitable, and Non-substitutable (VRIN) resources such as highly skilled and committed employees provide sustainable competitive advantage. By positioning T&D as a key mechanism for developing such resources, RBV supports the conceptualization of human capital as a strategic asset that ultimately drives superior job performance (Wright et al., 2001; Jiang et al., 2012). In this study, RBV connects T&D and attitudinal outcomes to employee performance, justifying the indirect pathways through which retention, job satisfaction, and commitment mediate the T&D–performance relationship.

The Organisational Support Theory (OST) was brought to limelight by Eisenberger et al., (1986) who posit that employees develop global beliefs about the extent to which the organisations values their contributions and cares about their well-being. Investments in T&D are interpreted as tangible indicators of organisational support, which foster higher levels of job satisfaction and affective commitment (Rhoades & Eisenberger, 2002). As shown by Ahmad et al. (2024), perceived organisational support significantly strengthens the retention and performance outcomes of T&D initiatives. OST thus reinforces the mediating roles of job satisfaction and commitment in this study by explaining why employees reciprocate supportive practices with loyalty and enhanced performance.

The Affective Events Theory (AET) was propounded by Weiss & Cropanzano, (1996) explains how workplace events trigger emotional reactions that influence work attitudes and

behaviours. In this study, T&D is conceptualised as an affective event that positively shapes job satisfaction and commitment. Herzberg's (1968) Two-Factor Theory further clarifies this by distinguishing motivators (e.g., recognition, growth opportunities) and hygiene factors (e.g., salary) that shape satisfaction. Studies such as Memon et al. (2023) and Riyanto et al. (2021), Guerrero, et al., (2008) confirm that T&D initiatives are critical motivators enhancing satisfaction and commitment, thereby supporting retention and performance.

In conclusion, taken together, this integrated theoretical framework provides a strong basis for hypothesising that T&D, as an independent variable, has both direct and indirect effects on employee performance, with retention, job satisfaction, and commitment acting as key mediators. Human Capital Theory and RBV validate the strategic value of T&D; SET and OST explain the relational mechanisms that drive attitudinal responses; and AET and Herzberg's Two-Factor Theory illuminate how affective and motivational dynamics connect developmental investments to performance outcomes. This theoretical configuration ensures conceptual consistency across variables and informs the development of testable hypotheses, reinforcing the study's contribution to HRM scholarship.

Development of Hypotheses and Conceptual Framework

This section examines the development of Hypotheses and Conceptual Framework that underlies this study;

Training and Development and Employee Performance

The moment an employee is obtained, he is considered to be imperfect until acquires proper training and development to learn something new or improve current skills for better performance that matches with organisational standards and expectations in accordance with the changing mixes of environmental challenges. Training and development have a significant positive impact on employee performance across various sectors because well-designed training programmes enhance employees' job skills, knowledge, and motivation, leading to improved job performance, higher job satisfaction, and greater engagement at work (Warsame, 2023; Herjuna, et al. 2024; Vanitha, & Ganesh, 2024). Studies show that organisations investing in targeted and continuous training see not only increased productivity and efficiency but also better employee retention and organisational success (Warsame, 2023; M.Com., & Revathi, 2024; Herjuna, et al. 2024; Vanitha, & Ganesh, 2024; Khilukha, 2021). The effectiveness of these programs depends largely on factors such as leadership support, resource allocation, employee motivation, and a supportive organisational culture (Warsame, 2023; Herjuna, et al. 2024; Vanitha, & Ganesh, 2024). Both technical ("hard") skills and soft skills training contribute to performance gains, with evidence suggesting that innovative training methods like time-spaced learning can further boost results (Boerhannoeddin, Ibrahim, & Bakare, 2017). Training also helps reduce workplace frustration and anxiety, enabling employees to handle workloads more effectively and adapt to changing job demands (Khilukha, 2021; Bukar, Abba, & Kalli, 2023). While some research notes the need for more

empirical studies to directly link training to performance, the consensus is that training and development are essential for building a skilled, motivated, and high-performing workforce (Imran, & Elnaga, 2013; Khilukha, 2021; Raza, 2014). Ultimately, aligning training initiatives with both individual and organisational goals maximize their impact on performance and overall organisational effectiveness (Khilukha, 202; Herjuna, et al., 2024). Hence, we theorised that:

Hypothesis 1(H_1): *Training and development have positive impact on employee performance.*

Training and Development and Employee Retention

Retention is the keeping and maintaining employees to work for organizations. Training and development have consistently been recognized as fundamental strategies for enhancing employee retention across various organizational contexts. Studies such as those by Oraby and Elsafty (2022), Kumari (2022), and Qamar et al. (2013) emphasize the direct relationship between robust training programs and reduced employee turnover. The premise is clear: when employees are equipped with relevant skills and see their employer investing in their growth, their commitment to stay increases. This connection is further validated by Nguyen (2020) and Khadka and Khadka (2024), who demonstrate that skill enhancement and meaningful training interventions improve employee loyalty. Adeyemo et al. (2024) and Devi and Indoria (2023) reinforce the notion that training directly improves not just competence but retention, especially when aligned with real job needs.

The role of context particularly generational, sectoral, and cultural differencesis another important dimension. Lamsir (2025) and Meenakshi et al. (2024) observe that millennials and digital-era professionals expect continuous learning and will leave employers who fail to deliver this. Umana et al. (2024) and Mirić and Slavković (2023) show how industry and national context can shape training's impact on retention, while Tabasa et al. (2025) report that customized training in manufacturing settings supports both retention and effectiveness. Similarly, Moeyaert et al. (2009) argue that both organizational and personal perspectives must be considered to understand why training works in one context and not another. This supports Shelton's (2001) early findings that personalized development plans are central to employee satisfaction and retention outcomes. In sum, the collective findings from these studies spanning geographic regions, sectors, and employee demographics demonstrate that training and development are more than isolated HR practices; they are strategic levers for sustaining workforce stability. The evidence suggests that retention is optimized when training is linked with career pathways (Monil et al., 2022; Devi & Indoria, 2023), embedded in organizational culture (Md Atikur et al., 2023; Murtiningsih, 2020), and supported by leadership and supervisor involvement (Bibi et al., 2018; Wei et al., 2022). Furthermore, future research should explore the longitudinal impacts of training and assess whether poorly executed programmes may actually demotivate employees. With evolving workforce expectations, particularly among younger generations, organisations must view training not just as a tool for capability development but as a core driver of employee engagement,

satisfaction, and ultimately, retention. The looming contradiction about the extent of relationship between training and development and retention constructs provoke the need for the following hypothesis.

Hypothesis 2(H_2): *Training and Development positively influence Employee Retention.*

Employee Retention and Employee Job Satisfaction

Employee retention and job satisfaction are closely linked, but research consistently shows that job satisfaction is a key driver of employee retention, rather than the other way around. Most studies focus on how job satisfaction leads to higher retention, with less direct evidence that retention itself increases job satisfaction, which is the core strand that this study is directed to find. Multiple studies demonstrate that job satisfaction significantly increases employee retention because satisfied employees are more likely to stay with their organisations, and satisfaction with factors like supervision, pay, and co-worker relationships is especially influential (Mendofa et al., 2024; Okolie & Irabor, 2019; De Sousa Sabbagha et al., 2018; Iqbal et al., 2017; Desai, 2018; Sutapa et al., 2024).

The available research does not provide strong evidence that simply retaining employees leads to higher job satisfaction. Instead, it is the creation of a satisfying work environment that both retains employees and keeps them satisfied (Okolie & Irabor, 2019; Iqbal et al., 2017; Desai, 2018). A robust body of literature affirms that job satisfaction plays a critical role in enhancing employee retention across diverse contexts. Mendofa et al. (2024), Hulu et al. (2025), and Rogaya et al. (2025) consistently find that satisfied employees are more loyal, reducing turnover and fostering organisational stability. Desai (2018) and Okolie and Irabor (2019) add that when employees perceive their work as meaningful and rewarding, their commitment to remain increases substantially. This foundational link is further supported by Sariwulan et al. (2020) and Wang and Nuangjamnong (2025), who observe that when job satisfaction is prioritized in sectors like manufacturing and tourism, organisations benefit from greater workforce continuity. Likewise, Iqbal et al. (2017) emphasize that factors such as salary, benefits, and organisational culture significantly shape satisfaction levels, directly impacting retention outcomes. However, effective retention strategies focus on enhancing job satisfaction through fair compensation, positive work culture, and supportive management, which in turn reduce turnover (Fitriana & Nelson, 2024; Kiran et al., 2024; Iqbal et al., 2017).

In addition to the direct relationship, several scholars highlight that job satisfaction frequently acts as a mediating variable that channels the effects of broader HRM strategies toward improved retention. Fitriana and Nelson (2024) and Azmy and Arifin (2025) show that in startups and SMEs, job satisfaction transmits the positive effects of career development and compensation onto employees' stay intentions. Similar conclusions are drawn by Kiran et al. (2024), Satria and Nawangsari (2019), and Iqbal et al. (2025), who reveal that talent management, organisational commitment, and supervisory support enhance retention when they foster genuine job satisfaction. Elshaer et al. (2025) contributes an environmental dimension, showing that green transformational leadership and green support also heighten

satisfaction, thereby strengthening retention. Supporting this view, Ndiango et al. (2024) and Alboroto et al. (2025) demonstrate how recognition and empowerment boost satisfaction, anchoring employees more firmly to their organisations. Moreover, the effectiveness of the satisfaction–retention relationship often depends on contextual enablers such as rewards, work-life balance, and organisational culture. Syal et al. (2024) and Sam et al. (2024) emphasize that for Generation Z, a balance between work and personal life significantly influences satisfaction and, by extension, retention. Moshabi et al. (2024) and Sutapa et al. (2024) echo this, finding that supportive leadership, fair rewards, and stress management in sectors like policing and manufacturing amplify the satisfaction-retention link. Studies by Iqbal et al. (2025) and Elshaer et al. (2025) show that contextual factors like green leadership and sustainability practices create work environments where satisfaction flourishes. Together, these studies (Desai, 2018; Mendofa et al., 2024; Okolie & Irabor, 2019) demonstrate that organisations must look beyond surface-level perks, fostering empowering cultures where job satisfaction genuinely anchors employees, resulting in stronger, more resilient retention.

Contemporary research strongly confirms that well-designed employee retention strategies are vital drivers of job satisfaction across industries and sectors. Fatmawati, Nazmi, and Falah (2025) and Noorulkhathija, and Hussain (2025) emphasize that strategic performance management systems and proactive HR practices cultivate a supportive climate, which makes employees feel valued and secure, thus boosting their job satisfaction. Similarly, Ahad, Khan, and Rahman (2020) and Khan and Shah (2021) illustrate how clear career paths, competitive benefits, and management support in the banking sector foster stronger retention by satisfying employees' intrinsic and extrinsic needs. Nyoni (2024) and Haque (2023) extend this perspective to the public sector and general organisational contexts, showing that flexible and transparent retention policies, such as fair workload allocation, recognition, and growth opportunities, strengthen employee morale and loyalty. Ghani et al. (2022) and Al-Suraihi, Samikon, Al-Suraihi, and Ibrahim (2021) further argue that industries with high turnover like hospitality must adapt retention techniques to local culture and workforce expectations, linking fair treatment and work-life balance directly to satisfaction. Equally, evidence highlights that specific HRM practices and organisational commitment underpin the success of retention strategies by enhancing job satisfaction as both an outcome and a mediator. Iqbal, Li, and Akhtar (2017) and Pertiwi and Supartha (2021) reveal that fair compensation, attractive benefits, and a culture of trust directly increase job satisfaction, which in turn anchors employees to the organisation. Studies by Satria and Nawangsari (2019) and Patro (2022) show how talent management and career development programs reinforce this link, while Kiran et al. (2024) demonstrate that supportive work cultures moderate this relationship, amplifying satisfaction's role as a bridge between HR strategies and reduced turnover. Cahyono (2024) and Haque (2023) argue that performance management and recognition strengthen this bond further, while Nyoni (2024) underscores that local adaptation is key in diverse workforces. Collectively, these studies (Ghani et al., 2022; Fatmawati et al., 2025) confirm that retention strategies are most effective when they integrate competitive HR

practices, a strong commitment culture, and contextual sensitivity to drive sustainable job satisfaction and long-term workforce stability. Hence, the following hypothesis is proposed;
Hypothesis 3(H_3): *Employee Retention positively influences Job Satisfaction.*

Training and Development and Employee Job Satisfaction

Extensive research affirms that Training and Development (T&D) are pivotal in enhancing employee job satisfaction across diverse sectors and contexts. Mulyadi (2020), Schmidt (2007), and Bhat and Vikasitha (2024) consistently demonstrate that relevant training programs cultivate employees' skills, reduce role ambiguity, and foster a sense of competence that elevates job satisfaction levels. Similarly, Aktar (2023), Kanuto (2024), and Wajidi et al. (2023) emphasize that effective T&D initiatives empower employees with updated knowledge and skills, creating a sense of belonging and commitment to the organisation. Zubairi and Khan (2018) further corroborate these findings, arguing that training boosts satisfaction by enhancing employees' confidence in task execution, thereby improving their intrinsic motivation.

Building on this, several scholars highlight the complementary role of career development in amplifying the effects of T&D on job satisfaction. Okechukwu (2017), Suhairi et al. (2024), and Hidayat (2023) argue that when career development opportunities align with training, employees perceive clear growth pathways, fostering deeper satisfaction and organisational loyalty. Jiskani et al. (2025), Wau and Purwanto (2021), and Sesario and Rijal (2024) extend this view by demonstrating how integrated career planning sustains employees' motivation over the long term. Soemadi and Sari (2024) and Pich and Fendy (2021) reinforce that the dual focus on immediate skill acquisition and future advancement addresses both short-term and long-term employee expectations, strengthening their job satisfaction.

Overall, the consensus across studies such as Mulyadi (2020), Abbasi et al. (2016), and Francis et al. (2017) suggests that training and development, when combined with career progression opportunities and contextual supports like autonomy and a positive culture, significantly enhance employee job satisfaction. Nevertheless, some differences emerge in sectoral and regional contexts, as seen in studies focusing on telecom (Abbasi et al., 2016), banking (Aktar, 2023), and SMEs (Sesario & Rijal, 2024), indicating that organisational dynamics can moderate the impact of T&D initiatives. Collectively, these insights highlight the importance of adopting a holistic HR strategy that integrates skill-building, career development, psychological empowerment, and contextual enablers to maximize employee satisfaction and, consequently, organisational performance (Iqbal & Hadaitana, 2023; Ali et al., 2024; Muhammad et al., 2020). We then theorised the following.

Hypothesis 4(H_4): *Training and Development have significant positive effect on employees' job satisfaction.*

Training and Development and Employee Job Commitment

Multiple studies consistently show that both participation in training and organisational support for training are strongly associated with higher levels of employee commitment and

organisational commitment across various sectors, including education, banking, and industry (Titz & Grund, 2021; Francis et al., 2017; Putra et al., 2023; Hanaysha, 2016; Muhammad, et al., 2020; , 2021; Sibarani et al., 2023). Employees who participate in further training or perceive strong support for development from their employer report higher affective (emotional) commitment to the organisation (Titz & Grund, 2021; Hanaysha, 2016; 2021). In sectors like hospitality and manufacturing, T&D enhance organisational commitment, which mediates the relationship between training and retention (Mirić & Slavković, 2023; Tabasa et al., 2025). Hence, we propose the following hypotheses.

Hypothesis 5(H_5): *Training and Development positively influence Employee Commitment.*

Employee Retention and Employee Performance

Employee retention has a positive and significant effect on employee performance. Organisations that successfully retain their employees benefit from greater stability, higher morale, and improved productivity, which directly enhances individual and organisational performance. The direct effects of retention on employee performance by numerous studies show that employee retention directly leads to improved employee performance. Retained employees are more experienced, understand organisational processes better, and contribute more effectively to achieving goals (Sutanto & Kurniawan, 2017; Soetjipto et al., 2022; Rizky et al., 2024). Therefore, organisations that tend to preserve the goals of knowledge and skill retention always float ahead its competitors since they are able to keep its operational activities under control for enhanced competitive advantages due to high performance indices. Keeping skilled employees ensures that valuable knowledge and expertise remain within the organisation, reducing disruptions and maintaining high performance standards (Bans-Akutey et al., 2024; Kamara & Sawaneh, 2019; Rizky et al., 2024). A strong body of evidence underscores that employee retention is a vital strategic driver of improved organisational and individual performance. Studies by Khan (2021), Kamara and Sawaneh (2019), and Mwosi et al. (2024) demonstrate that when organisations successfully retain employees, they benefit from accumulated institutional knowledge, reduced recruitment costs, and stable work processes, all of which enhance productivity and service delivery. Bans-Akutey et al. (2024) support this view within the Ghana Police Service, showing that high retention stabilises operations and improves performance outcomes. Extending this argument, Sutanto and Kurniawan (2017) highlight how effective retention policies in the batik industry of Indonesia increase employee commitment and efficiency. Rizky et al. (2024) add depth by illustrating that leadership quality and work standards also contribute to performance, with retention acting as an essential link in healthcare settings. This is echoed by Soetjipto and Achmada (2022) and Kumar (2021), who argue that well-managed talent pools and supportive leadership increase employee engagement and retention, which subsequently boost performance. Similarly, Haron et al. (2024) and Tjahjadi et al. (2021) found that factors like job satisfaction and a transparent communication climate not only strengthen retention but also translate into enhanced individual output, especially in service industries. Ravi and

Manthena (2024) further nuance this by demonstrating that motivation plays a moderating role in ensuring that retained employees perform optimally, especially in the competitive banking sector. Collectively, these insights highlight that retention is not an isolated HR outcome but a dynamic mechanism shaped by contextual, sectoral, and organisational factors. In light of this, Suherman et al. (2024) emphasises that in the technology industry, organisational culture plays a critical role in determining whether high retention yields strong performance outcomes. This aligns with Bans-Akutey et al. (2024) and Mwosi et al. (2024), who stress the importance of tailoring retention strategies to fit institutional contexts like policing or local government. While consensus exists that retention supports performance, these studies also reveal that factors such as leadership, communication, motivation, and talent management significantly influence how retention translates into results. Therefore, sustaining high employee performance requires not just retaining staff, but doing so within supportive environments that integrate satisfaction, engagement, and contextual realities (Kumar, 2021; Kamara & Sawaneh, 2019; Sutanto & Kurniawan, 2017). This therefore, leads to the hypothesis, which states that;

Hypothesis 6(H_6): *Employee Retention positively influences Employee Performance.*

Job Satisfaction and Employee Performance

Employee job satisfaction has a clear and positive effect on employee performance because satisfied employees are more productive, efficient, and contribute significantly to organisational success. A substantial body of research consistently demonstrates that employee job satisfaction exerts a significant and positive influence on employee performance across various sectors and contexts (Memon et al., 2023; Mubarok et al., 2022; Inayat & Khan, 2021; Farsole, 2023; Djuli et al., 2023; Srivastav et al., 2024; Zia & Sheikh, 2018; Putra, 2023). These studies highlight that when employees perceive their jobs as rewarding, motivating, and aligned with their personal and professional goals, they tend to display higher levels of commitment, discretionary effort, and productivity. However, this relationship is rarely linear or isolated; rather, it is strengthened by related antecedents and intervening factors. Riyanto et al. (2021) found that employee engagement mediates the effect of satisfaction on performance, while Khan et al. (2019) underscore that HR practices enhance this relationship by fostering favourable work conditions. Additionally, compensation has been widely discussed as a significant precursor to satisfaction that ultimately influences performance outcomes (Fauzan & D., 2020; Pratiwi, 2021; Saman, 2020). Moreover, motivation emerges as another critical enabler, with multiple studies demonstrating how it interacts with job satisfaction to boost performance (Sabrina & Ikhsan, 2023; Cvjetković, 2022; Da Cruz Carvalho et al., 2020). Contextual nuances further enrich this discourse: Memon et al. (2023) focus on the construction industry, Inayat and Khan (2021) examine the private sector, and Khan et al. (2019) explore higher education, revealing that sector-specific dynamics shape how satisfaction translates into measurable outcomes. Despite this convergence, some researchers argue that job satisfaction alone is insufficient to sustain high

performance if not complemented by fair rewards and intrinsic motivation (Da Cruz Carvalho et al., 2020; Cvjetković, 2022). Collectively, these findings suggest that organisations must adopt a holistic perspective, integrating HR practices, fair compensation, and motivational strategies to fully leverage the performance-enhancing potential of employee job satisfaction (Putra, 2023; Srivastav et al., 2024). Hence, multiple studies across industries and countries consistently find a strong, positive relationship between job satisfaction and employee performance. Employees who are satisfied with their jobs tend to perform better, show higher productivity, and are more engaged in their work (Memon et al., 2023; Mubarok et al., 2022; Inayat & Khan, 2021; Farsole, 2023; Djuli et al., 2023; Sabrina & Ikhsan, 2023;, 2024; Fauzan & Disman, 2020; Zia & Sheikh, 2018). Hence, the theorised hypothesis is:

Hypothesis 7(H_7): *Job Satisfaction has a Positive influence on Employee Job Performance.*

Employee Commitment and Job Satisfaction

Employee commitment leads to greater job satisfaction because of the fact that employees who feel loyal and dedicated to their organisation are more likely to experience positive feelings about their work. The positive state of relationship between employee commitment and job satisfaction have been acknowledged by several studies that consistently find a significant positive relationship between organisational commitment and job satisfaction. Employees with higher levels of commitment report higher satisfaction with their jobs (Aziz et al., 2021; Damayanti & Darmawan, 2025; Jaison, 2023). A growing body of evidence from these studies consistently shows that employee commitment plays a crucial role in enhancing job satisfaction, with many studies confirming a significant positive relationship between these constructs (Aziz et al., 2021; Jaison, 2023; Dalkrani & Dimitriadis, 2018; Ismail & Razak, 2016; Chordiya et al., 2017; Irawan & Ie, 2022). These findings reveal that when employees feel emotionally attached to and identify with their organisations, they are more likely to experience higher satisfaction levels, often driven by affective commitment, which emerges as the strongest predictor of satisfaction compared to continuance or normative commitment (Chordiya et al., 2017; Demircioglu, 2021). Furthermore, contextual factors such as a supportive work environment (Irawan & Ie, 2022), an innovative climate (Demircioglu, 2021), and well-designed performance appraisal systems (Pepple & Ambilichu, 2023) strengthen the commitment–satisfaction bond by nurturing trust and perceived fairness. Notably, some studies suggest that this relationship can be reciprocal, with job satisfaction itself reinforcing employee commitment, indicating a virtuous cycle between the two (Dalkrani & Dimitriadis, 2018; Ismail & Razak, 2016).

This integrated evidence points to a multi-layered, dynamic relationship that organisations must understand and leverage to drive long-term success. The state of relationship between employee commitment and job satisfaction is considered to be a mutual-reinforcement since they reinforce each other. When employees are committed, they are more likely to find meaning and fulfilment in their work, which increases satisfaction. Conversely, satisfied

employees are also more likely to develop stronger commitment to their organisation (Aziz et al., 2021; Damayanti & Darmawan, 2025; Jaison, 2023). Thus, we theorised that;
Hypothesis 8(H_8): *Employee Commitment has a Positive influence on Job Satisfaction.*

Employee Commitment and Employee Performance

Employee commitment has a strong and positive effect on employee performance because committed employees are more likely to be productive, motivated, and contribute to organisational success. The assessment of studies indicates that the strength and nature of the relationship between the variables is direct positive impact. This assertion is supported by multiple studies who independently argue that higher employee commitment leads to better individual and organisational performance. Commitment increases employees' willingness to work hard, stay with the organisation, and actively contribute to its goals (Getnet & Fujie, 2024; Princy & Rebeka, 2019; Baritule & Enwin, 2021; Astuty & Udin, 2020; Ogala., 2020; Đorđević et al., 2020; Dewi et al., 2023). The distinction line is based on the nature and types of commitment are traceable divergent impacts. It was also argues that different forms of commitment such as affective (emotional attachment), normative (sense of obligation), and continuance (cost of leaving) all positively influence performance, with affective and normative commitment often having the strongest effects (Hadian, 2022; Astuty & Udin, 2020; Đorđević et al., 2020).For example, continuance commitment alone accounted for a direct effect of 13.5% on performance, and the combined effect of engagement and commitment explained up to 72% of performance variance in one study (Hadian, 2022). Another study found that employee commitment significantly predicted performance in regression analyses (Getnet & Fujie, 2024; Dewi et al., 2023).

A growing body of empirical studies consistently demonstrate that employee commitment plays a pivotal role in enhancing employee performance across various organisational contexts (Becker et al., 1996; Cesário & Chambel, 2017; Getnet & Fujie, 2024; Princy & Rebeka, 2019; Baritule & Enwin, 2021; Ogala, 2020; Đorđević et al., 2020; Khyzer et al., 2011; Igbomor & Ogbuma, 2024; Iduozee et al., 2025; Arifin, 2024; Darmawan, 2025). These studies collectively reveal that when employees feel a strong sense of attachment and identification with their organisations, they are more inclined to exhibit higher levels of effort, productivity, and discretionary behaviour. This consensus aligns with Social Exchange Theory, as employees reciprocate organisational support through enhanced performance outcomes. Furthermore, foundational work by Becker et al. (1996) established that affective commitment rooted in emotional attachment is more strongly associated with performance than continuance or normative commitment, a finding reinforced by Cesário and Chambel (2017) and Astuty and Udin (2020). These insights collectively highlight the centrality of building emotional bonds rather than relying on obligation alone.

However, while the direct link is well established, a nuanced layer emerges in studies that explore mediators and moderators shaping this relationship. Overall, the literature affirms the robust positive impact of commitment on performance but calls for greater attention to the

multidimensionality of commitment, the enabling role of leadership and organisational climate, and the need for future studies to unpack how these dynamics play out across diverse sectors and cultures. The positions of these studies lead to the development of the following hypothesis;

Hypothesis 9(H_9): *Employee Commitment has a Positive influence on Employee Job Performance*

Mediating effect of Employee Retention, Employee Job Satisfaction in the Relationship between Training and Development on Employee Performance

Training and development influence employee performance both directly and indirectly, with employee job satisfaction acting as a key mediator. Employee retention can also play a mediating role, but the evidence is stronger and more consistent for job satisfaction as the main pathway. Therefore, the mediating role of job satisfaction is both direct and indirect effects especially when positioned between the domains of training and development connection with employee performance. Training and development significantly improve employee job satisfaction, which in turn leads to higher employee performance. Job satisfaction serves as a crucial bridge, translating the benefits of training into better performance outcomes (Hadaitana & Iqbal, 2023; Dinata et al., 2024; Soegiarto et al., 2024; Kanuto, 2024). It has also been acknowledged that this state of effect is quantitatively established. A study recently found that training and development had a strong direct effect on performance, but also has a substantial indirect effect through job satisfaction, highlighting the importance of this mediating pathway (Kanuto, 2024).

There are other organisational factors like; supportive culture and job autonomy, alongside training, further enhance job satisfaction, which then boosts performance and motivation (Soegiarto et al., 2024). The mediating role of employee retention have been argued by some research, which suggests that training and development can increase employee retention, and higher retention is associated with better performance. However, the mediating effect of retention is less direct and less consistently supported than that of job satisfaction (Nasution et al., 2024; Nguyen, 2020; Fletcher et al., 2018). This exactly indicates the intertwined interplay between variables, which is the pointer for this study against the common propositions. It was observed that job satisfaction can also mediate the relationship between training and retention, which then impacts performance, but this pathway is more complex and context-dependent (Nasution et al., 2024; Fletcher et al., 2018).

However, there is strong scholarly consensus that training and development initiatives play a pivotal role in improving employee performance, but their effectiveness often depends on the mediating effects of job satisfaction and employee retention. Nasution, Suhairi, and Nurbaiti (2024) and Fletcher, Alfes, and Robinson (2018) demonstrate that perceived training and career development boost satisfaction, which directly supports higher retention levels. This is further supported by Elsafty and Oraby (2022) and Nguyen (2020), who show that particularly among young employees, quality training programs cultivate stronger feelings of job security

and belonging, resulting in greater organisational commitment. Amirah and Emam (2021) add nuance to this view by highlighting how a robust reward system complements T&D to enhance satisfaction and thus strengthen retention outcomes, especially in sensitive contexts like banking sector.

Building on this, several studies emphasize how job satisfaction acts as a psychological conduit transforming skills and knowledge gained through training into actual performance improvements. Hadaitana and Iqbal (2023) and Dinata, Sara, and Amerta (2024) illustrate that employees who are satisfied with their development opportunities tend to show higher motivation and discretionary effort, which raises their performance. Soegiarto, Sihite, and Usmany (2024) and Kanuto (2024) further reveal that when training is paired with organisational culture and job autonomy, it not only increases satisfaction but also embeds a stronger sense of loyalty that reduces turnover. Jumiati, Mursidi, and Rumijati (2023) and Saputra, Hidayatulloh, and Ekananta (2024) similarly find that motivation and leadership strengthen this mediation effect, indicating that organisations must integrate supportive work environments with T&D initiatives to maximize satisfaction's impact on performance. Moreover, scholars such as Murtiningsih (2020), Kalyanamitra, Saengchai, and Jermsittiparsert (2020), and Dinata et al. (2024) emphasise that other HR practices like fair compensation, performance appraisals, and recognition of work in tandem with T&D to reinforce satisfaction and retention, creating a cumulative effect on performance. This interconnected perspective is echoed by Saputra et al. (2024) and Nguyen (2020), who note that industry context and demographics, such as younger employees' expectations for growth and recognition, can shape how strongly these mediators operate. Collectively, these studies confirm that T&D alone does not guarantee high performance; instead, when embedded in a culture that nurtures satisfaction and retention, it becomes a catalyst for sustainable employee commitment and productivity gains. Importantly, many studies position job satisfaction as a mediating factor linking T&D to broader outcomes like performance, commitment, and retention. Abbasi et al. (2016) and Iqbal and Hadaitana (2023) found that well-structured training programs indirectly enhance performance through elevated job satisfaction, a link echoed by Muhammad et al. (2020) and Francis et al. (2017), who observed that training also fosters employee commitment via increased satisfaction. Suhairi et al. (2024) expand this understanding by showing how satisfaction mediates the relationship between training, career development, and retention, while Ali et al. (2024) and Pich and Fendy (2021) highlight the significance of integrating satisfaction measures into HR practices to maximize the returns on training investments. Hence, since there is relationship between training and development, employee retention and employee commitment that exactly means the relationships is mediational. Thus, we hypothesize:

Hypothesis 10(H_{10}): *Job satisfaction mediates the relationship between Training and Development, and Employee Performance.*

Hypothesis 11(H_{11}): *Job satisfaction mediates the relationship between Employee Retention and Employee Performance.*

Hypothesis 12(H_{12}): *Employee Retention mediates the relationship between Training and Development, and Employee Performance.*

Hypothesis 13(H_{13}): *Employee Retention and Job satisfaction mediate the relationship between Training and Development, and Employee Performance.*

Mediating effect of Employee Commitment, Employee Job Satisfaction in the Relationship between Training and development on Employee Performance

Training and development improve employee performance both directly and indirectly, with employee job satisfaction and employee commitment acting as important mediators. These mediators help explain how and why training leads to better performance outcomes. The assessments of the mediating role of job satisfaction in studies is dominated by direct mediation. Training and development significantly increase job satisfaction, which in turn leads to higher employee performance. Job satisfaction consistently acts as a strong mediator, meaning that part of the effect of training on performance happens because training makes employees more satisfied, and satisfied employees perform better (Wulandari et al., 2023; Hadaitana & Iqbal, 2023; Dinata et al., 2024). More empirical studies show that job satisfaction not only has a direct positive effect on performance but also mediates the relationship between training and performance, amplifying the benefits of training programs (Wulandari et al., 2023; Hadaitana & Iqbal, 2023; Dinata et al., 2024). On the other hand, the mediating role of employee commitment pathway also demonstrated significant development since training and development also enhance employee commitment, which then positively impacts performance. Commitment can act as a partial mediator, meaning that training increases commitment, and committed employees are more likely to perform well (Muhammad et al., 2020; Ocen et al., 2017; Hendri, 2019). By extension of the dual relationships, the interplay with job satisfaction and commitment are often linked given that training increases job satisfaction, which boosts commitment, and both together contribute to better performance (Muhammad et al., 2020; Choiriyah, 2021; Ocen et al., 2017; Hendri, 2019). A growing body of research confirms that Training and Development (T&D) initiatives significantly boost employee job satisfaction, which in turn enhances organisational commitment and ultimately improves performance outcomes. Studies by Ocen et al. (2017), Choiriyah and Riyanto (2021), and Muhammad et al. (2020) show that when employees perceive T&D as relevant and supportive of their career growth, their job satisfaction rises, fostering stronger affective commitment (Nauman et al., 2020; Astuti & Amalia, 2021). This connection is reinforced by findings from Hadaitana and Iqbal (2023), Saputra et al. (2024), and Budiono et al. (2024), who highlight that motivation, leadership, and organisational support further amplify the positive link between T&D and job satisfaction, which then translates to commitment. Likewise, Garibaldi and Riyanto (2023) and Wulandari et al. (2023) emphasize that when T&D is coupled with recognition and clear career pathways, it cultivates higher levels of Organisational Citizenship Behaviour (OCB) and deepens employees' psychological attachment to their organisation.

Extending this evidence, scholars widely agree that both job satisfaction and commitment act as critical mediators bridging T&D and performance (Hendri, 2019; Sutanto et al., 2020; Berhanu, 2023; Nugroho, 2023**).** Interestingly, studies like Dinata et al. (2024) and Choiriyah and Riyanto (2021) demonstrate that without job satisfaction, even robust training may fail to translate into commitment or better performance, emphasising the sequential mediation effect. Overall, the consensus is that organisations should view T&D as part of an integrated HR strategy that fosters job satisfaction and employee commitment simultaneously to drive sustained employee performance (Saputra et al., 2024; Ocen et al., 2017; Nauman et al., 2020).it was also established in sectors like hospitality and manufacturing, T&D enhance organisational commitment, which mediates the relationship between training and retention (Mirić & Slavković, 2023; Tabasa et al., 2025). Hence, these submissions result to the following hypotheses;

Hypothesis 14(H_{14}): *Job satisfaction mediates the relationship between Training and Development, and Employee Performance.*

Hypothesis 15(H_{15}): *Employee Commitment mediates the relationship between Training and Development, and Employee Performance.*

Hypothesis 16(H_{16}): *Job satisfaction mediates the relationship between Employees Commitment and Employee Performance.*

Hypothesis 17(H_{17}): *Employee Commitment, Job satisfaction mediate the relationship between Training and Development and Employee Performance.*

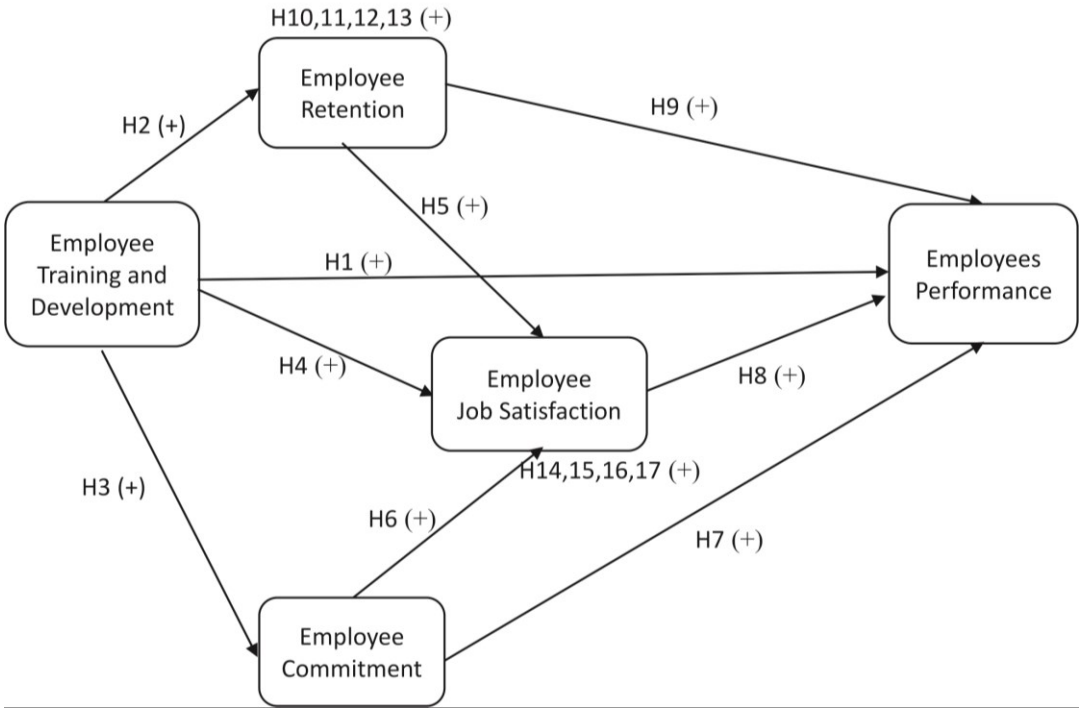


Figure 1: Conceptual Framework for Assessing the Multilevel Effects of Training and Development, and Employee Job Performance.

Assumptions of the Conceptual Framework

The present study is grounded in a robust theoretical framework that positions training, development, employee retention, job satisfaction, employee commitment, and employee performance as interconnected constructs within human resource management and organisational behaviour theories. Collectively, these concepts provide a lens for understanding how targeted interventions can enhance employee satisfaction, employee commitment, and ultimately increase employee performance.

Training is conceptualised as a structured and intentional organisational effort to enhance employees' job-specific skills, competencies, and performance standards. Oraby and Elsafty (2022) define training as the process through which employees acquire the technical skills and knowledge necessary to perform their duties effectively, while Qamar et al. (2013) and Bibi, Ahmad, and Majid (2018) emphasize its systematic and planned nature. Within this framework, training represents the immediate operational strategy that equips employees with competencies to meet current organisational goals. The Social Exchange Theory (Blau, 1964) and the Human Capital Theory (Becker, 1964) support this perspective by arguing that when organisations invest in employee training, a reciprocal relationship is formed, fostering employees' willingness to contribute productively. In parallel stance, development is viewed as a complementary but broader concept that focuses on long-term career growth and future organisational roles. Devi and Indoria (2023) describe development as preparing employees for higher responsibilities and greater challenges, while Bharadwaj (2023) and Alfes et al. (2018) link development activities to career progression and succession planning. From a theoretical standpoint, the Resource-Based View (Barney, 1991) positions employee development as a strategic resource that builds unique capabilities, which in turn sustain a firm's competitive advantage. The inclusion of mentoring, coaching, and leadership training within development aligns with the notion that organisations must cultivate internal talent pipelines to adapt to changing market dynamics.

Employee retention serves as one of the outcome variables that binds training and development within this framework. Retention is defined by Patil (2022) as the organisation's ability to keep valuable employees, further enriched by Qamar et al. (2013) and Wei, Saina, and Iqbal (2022), who argue that positive work environments and supportive cultures enhance employees' intention to stay. The framework draws from Social Exchange Theory and Organisational Support Theory (Eisenberger et al., 1986) to explain how investments in training and development generate a sense of obligation and loyalty among employees. This theoretical integration posits that effective training and development not only build skills and career opportunities but also cultivate psychological bonds that strengthen retention. Therefore, the relationship among these constructs is conceptualized as a dynamic loop because well-designed training and development interventions enhance employee capability and satisfaction, which in turn reinforce commitment and reduce voluntary turnover. Job satisfaction represents the degree to which employees perceive their work as fulfilling their personal and professional expectations (Mendofa et al., 2024; Iqbal et al., 2017). Drawing

from Herzberg's Two-Factor Theory, satisfaction is shaped by both intrinsic motivators (e.g., recognition, autonomy) and extrinsic hygiene factors (e.g., salary, work conditions) (Desai, 2018; De Sousa Sabbagha et al., 2018). Within this framework, job satisfaction acts as a psychological filter through which employees evaluate their experiences and decide on their level of effort and commitment (Riyanto et al., 2021). Employee commitment, defined as an employee's emotional and psychological attachment to their organisation, is conceptualized here as both an outcome of job satisfaction and a predictor of performance (Aziz et al., 2021; Becker et al., 1996). Consistent with Meyer and Allen's (1991) Three-Component Model, commitment is treated as multi-dimensional encompassing affective, continuance, and normative aspects (Chordiya et al., 2017; Ismail & Razak, 2016). The theoretical position taken in this study is that when job satisfaction is high, it enhances affective commitment by fostering positive feelings toward the organisation. This, in turn, strengthens employees' willingness to remain, engage in discretionary effort, and align their personal goals with those of the organisation (Pepple & Ambilichu, 2023; Dalkrani & Dimitriadis, 2018).

Finally, employee performance is positioned as the ultimate dependent construct within this theoretical model. Performance is understood as the degree to which employees achieve expected work outcomes and contribute to organisational goals through productivity, efficiency, and quality outputs (Memon et al., 2023; Cvjetković, 2022). Prior research supports the view that job satisfaction and commitment serve as key antecedents of performance (Hendri, 2019; Srivastav et al., 2024). Satisfied and committed employees are more likely to display higher levels of motivation, creativity, and organisational citizenship behaviors, resulting in superior performance (Cesário & Chambel, 2017). This theoretical framework, therefore, assumes a causal pathway and mechanisms framework provides a comprehensive basis for examining how investment in human capital translates into sustained workforce stability and improved organisational performance. This further explains that training, development, employee retention, job satisfaction positively influences employee commitment, which subsequently enhances employee performance. By situating this study within these established constructs, the framework provides a logical foundation for exploring how targeted interventions in employee retention, job satisfaction can reinforce commitment and drive sustainable performance improvements holding the variations in individual and organisational outcomes to be constant.

Conclusion

This study set out to develop a comprehensive conceptual framework to assess the multilevel effects of T&D on employee job performance within organisational settings. The overarching aim was to critically examine how T&D initiatives influence employee retention, job satisfaction, commitment, and how these attitudinal factors, in turn, impact job performance. The research addressed the problem of fragmented understanding surrounding the indirect pathways through which T&D shapes performance outcomes, particularly the mediating roles of employee retention, job satisfaction, and employee commitment.

Guided by an extensive review of the literature, six complementary theories are; Human Capital Theory (Becker, 1964), Social Exchange Theory (Blau, 1964), the Resource-Based View (Barney, 1991), Organisational Support Theory (Eisenberger et al., 1986), Affective Events Theory (Weiss & Cropanzano, 1996), and Herzberg's Two-Factor Theory (Herzberg, 1968). These theories collectively provided a robust conceptual foundation for understanding how organisations' investments in employee development generate positive attitudinal responses and performance behaviours through complex, interrelated pathways. The conceptual framework developed in this study articulated eighteen testable hypotheses that reflect these theorised linkages. The proposed relationships posit that T&D has direct positive effects on employee performance, employee retention, employee commitment, and job satisfaction, while employee commitment and retention positively influence job satisfaction. Additionally, job satisfaction is posited to have a direct positive impact on performance and to act as a critical mediator between T&D, employee retention, commitment, and performance. By systematically mapping these multilevel pathways, the framework addresses the study's key objectives and clarifies how these constructs interconnect to drive sustainable performance improvements.

Theoretically, this study contributes to the field by integrating multiple perspectives to better explain how T&D initiatives translate into performance gains. Specifically, Human Capital Theory and the Resource-Based View emphasise the strategic value of building unique, inimitable employee capabilities, while Social Exchange Theory and Organisational Support Theory explain the relational and psychological mechanisms that generate reciprocity, commitment, and loyalty while the Affective Events Theory and Herzberg's Two-Factor Theory further illuminate the motivational and affective conditions under which T&D can enhance job satisfaction and discretionary effort. This multidimensional integration advances the understanding of the complex ways in which T&D influences performance beyond simple, direct relationships between the constructs.

From a practical perspective, the study offers valuable understandings for human resource practitioners, organisational leaders, and policymakers because the framework underscores the importance of designing T&D programmes that are not only technically robust but also perceived by employees as genuine investments in their growth and well-being. Organisations should therefore prioritise clear communication of training benefits, align development opportunities with employees' career aspirations, and ensure supportive work environments that foster satisfaction and commitment. Recognizing the mediating roles of job satisfaction, commitment, and retention is essential for HR interventions to maximise the return on T&D investments and sustain high performance levels.

Despite its conceptual contributions, this study is not without limitations because the framework is theoretical at present, empirical testing is required to validate the hypothesised pathways across different organisational contexts and industries. This implies that the structural model developed despite the inappropriate conclusions drawn theoretically, it has on the other hand setup a base for developing structural equation model analysis to drive

analysis and override theory by evaluating the reliability and validity of the constructs. To ensure the internal validity of our network of constructs, the study recommends an exploratory study that will perform reliability analysis, convergent, and discriminant validity checks using sufficiently large random sample to ensure normality of the research data, minimise measurement error and respondent psychological bias.

There may also be contextual or cultural factors such as leadership style, organisational climate, or individual differences that are capable of moderating the strength of these relationships in the developed multi-pathways. This shows the profound need that such factors should be explored in future research to refine and adapt the model for broader applicability. Therefore, building on this foundation, future studies should empirically test the proposed hypotheses using robust quantitative or mixed-methods approaches. Researchers are encouraged to investigate additional mediating or moderating variables, their perceptual differences, and invariants across the conceptualized model that may shape these dynamics, and to examine the model's relevance in varying organisational settings, including public, private, and non-profit sectors. Longitudinal designs would be particularly valuable for capturing how these relationships evolve over time especially for a nascent framework of this nature.

In conclusion, this study advances scholarly and practical understanding of the multilevel effects of training and development on employee job performance, it is hoped that this framework will serve as a foundation for future empirical inquiry and inform evidence-based HRM practices that invest in people as a strategic resource for lasting organisational success.

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