

# Mediating of Job Satisfaction and Employee Engagement in the Relationship between Soft-Training and Development Investment Towards Employee Turnover

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## Abstract

*This study examines the impact of soft training and development initiatives on employee engagement, job satisfaction, and employee turnover, with a particular focus on the mediating role of job satisfaction. Utilizing purposive sampling, the research gathered data from diverse industries through online surveys, focusing on participants' experiences with training and development programs. The study employed descriptive analysis and regression analysis using SPSS to explore the relationships between the variables. Multiple regression and mediation analyses were employed to test the proposed hypotheses. The findings indicate a significant positive relationship between soft training and job satisfaction, suggesting that soft training initiatives enhance employees' job satisfaction. Additionally, a negative relationship was observed between job satisfaction and turnover intentions, indicating that higher job satisfaction is associated with lower turnover intentions. The mediation analysis revealed that job satisfaction partially mediates the relationship between soft training and turnover intentions. This implies that while soft training directly reduces turnover intentions, it also indirectly contributes to this reduction by enhancing job satisfaction. These results underscore the importance of investing in soft training programs to foster job satisfaction and subsequently reduce employee turnover. This study contributes to the existing literature by highlighting the critical role of job satisfaction as a mediator in the relationship between training and development initiatives and turnover intentions. Practical implications for HR practitioners and organizational leaders include the strategic implementation of soft training programs to enhance job satisfaction and minimize turnover, thereby promoting a more stable and engaged workforce.*

**Keywords:** *Training Initiatives, Job Satisfaction, Employee Engagement, Turnover Intention, Sustainable Growth.*

## Introduction

The current issue which has been witnessed in many of the organizations in the present business environment is the problem of employee turnover. The concept of employee turnover is the state when the employees leave the organization and are to be replaced. This issue itself is having its own significance, as there are huge costs and operations disruptions are associated with the employee turnover. With the increasing employee turnover, there is a significant increase in the recognition of soft training and development, as a strategy of the organization. This strategy is being decided and implemented by the organizations to retain talent and enhance the organizational performances. There are wide ranges of relationship between soft training and development to the employee turnover, which is to be studied.

With organizations' dynamics in today's context, research and strategies have shown an increasing interest in the interaction of training and development investments in soft training and development areas, such as staff turnover and job satisfaction and employee involvement. Despite substantial literature on all three issues, the understanding of the mediating role of job satisfaction and staff engagement in the effects of the investments on R&D and turnover is still lacking. The proposal is to study the impact in connection with the soft training and development investment on turnover; this study intends to offer an understanding of its role in job satisfaction and engagement. High rates of turnover problems entail problems such as costs in recruiting, hiring issues, training, and readying of replacements, as well as lost regularity of work. Such

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rates lead to the surrounding problems of job recruiting as well as replacements from companies that are rated at 10% of Lazzari et al. (2022). The US rate was 47% per year 2021, while the average annual turnover rate was reduced to 24.7% in 2022 and 17.3% in 2023 for professional and trained facilities of Xu et al. (2023). Thus in Malaysia, it was at 27% of the SME's facilities and 29.28% for the professionally and trained areas of Sija (2021). Thereby, the turnover rate of world facilities is at 17%. Its effect is vital due to its extent, and the reasons differ in multiple geographies in companies.

According to Wang et al. (2020), employees' organizational culture and attitude are key factors in employee turnover. For example, if there is long-standing conflict or the presence of a toxic working environment, whether due to bias, discrimination, or harassment, employees will not want to do their work to be better than other companies. Boss toxicity is not helping either, and the end result is a workforce familiar with frequent turnover, loss of lives, and a lack of other advantages. Overwork and exhaustion due to overtime, workload, and unrealistic expectations will all lead workers who feel they value their work to search for new positions that will treat work-life balance as a priority and provide the appropriate mental health care support.

As a high rate of turnover results in a great deal of disruption in the operation of a firm or company, the reason why the employees remain in the company must be explored (Lyons & Bandura, 2020). There are three main issues to be evaluated including job satisfaction, skill acquisition and employee engagement. These are clearly issues of soft training and development which the study will investigate. It is also important to investigate which issues need to be addressed to facilitate a reduction in the turnover rate. The study will also ensure that there is sufficient information regarding human resources that can be used to identify which problems need to be addressed to reduce turnover rates of employees and how they can best be overcome.

#### *Significance of the Study*

The importance of the study is that it has the potential to provide results that have a significant effect on such dynamics as employee turnover, job satisfaction, and engagement. As companies face the growing challenge of retaining their highly qualified employees, their understudying of these tendencies is crucial for the formulation of effective HR policies. The soft approach to training and development has not been sufficiently researched, despite its significance. The goal of the study is to provide findings that could address some of the gaps in the existing literature. One of the most pressing problems modern companies face is several high turnover rates when employees leave the organization, preferring to seek better opportunities in other companies

#### *Research Questions*

What influence do soft-training and development have on job satisfaction among employees?

What effect do soft-training and development have on employee engagement among employees?

What effect does job satisfaction, influenced by soft-training and development initiatives, have on employee turnover rates?

What effect does employee engagement, influenced by soft-training and development initiatives, have on employee turnover rates?

What is the mediating role of job satisfaction in the relationship between soft-training and development and employee turnover?

What is the mediating role of employee engagement in the relationship between soft-training and development and employee turnover?

## Literature Review

### *Employee Training and Development on Turnover Intention*

Among the recruited training and development strategies, employee soft training and development is one of the most effective strategies in reducing high employee turnover in their implementing firms. Various research and studies range under these bases of how soft training and development have been impactful in implementing employees and keeping them in houses discouraging their turnover rate. On the other hand, respect to the effect of these programs in the field of turnover intentions. The study of this respect is ongoing as is evidenced by many of my past literature works that have emerged out of it that soft training's go to implement a variety of effects ranging from positive to negative.

Ellis (2020) synthesized the results of other studies and in the conclusion of the research showed that soft training and development programs are most effective if they are adapted to the employees in different industries and organizations. If the soft training and development needs of employees are addressed, the percentage of security and job satisfaction is higher, and the level of intention to leave the job is lower. The type of soft training and development training described in the introduction and the two main findings of the conclusion of the article have a positive feature that provides security to occupation and organizational commitment. Such a situation demonstrably reduces turnover intentions. Based on the literature reviewed, soft training and development have been shown to be an important tool in managing the problem of staff turnover. Most of the studies reviewed have shown that soft training has a positive influence on reduced turnover intent. Several studies have been cited which indicate that soft training programs reduced turnover intention as employees had a greater level of satisfaction and loyalty to their company. However, some of the studies also noted that inadequate soft training, which is deficient and not enough, has a negative consequence as it causes turnover intention. This indicates that organizations can retain and develop their employees with the use of soft training, which is team-work oriented or other joint action used for their improvement. As it is demonstrated, organizations that concentrate strongly on soft training and development benefit significantly from having employees who are highly engaged and satisfied with their jobs, thereby reducing the cost due to high turnover rates. Based on these findings, employees are more likely to stay with their training institutions. Therefore, organizations should develop an appropriate human resource strategy in order to retain employees in the long term. Even though soft training and development programs are ideal in managing the problem of staff turnover, it is important to note the fact that the programs need to be properly designed and implemented in order to deliver the expected results. This report is based on six studies that have been reviewed in order to critically discuss the role of training and development in managing the problem of staff turnover.

### *Job Satisfaction as A Mediator Variable Towards Turnover Intention*

Job satisfaction is another critical factor that connect training and development to employee turnover intention. Various studies have been undertaken to determine the extent at which job satisfaction affects employee turnover rate.

Study by Nguyen (2020) established a negative significant relationship between job satisfaction and turnover intention. The research found that employees with higher levels of satisfaction were less likely to have turnover intentions. Further, it also noted that there is a strong negative correlation between job satisfaction and turnover intentions when a meta-analysis was undertaken in various industries and occupations. Sija (2020) stated that job satisfaction serves a mediator variable in various variables including leadership styles, organizational culture, and work environment. The study undertaken discovered that job satisfaction played a mediating role towards turnover intentions depending on how employees perceived the job characteristics. In this chase, job characteristics entailing autonomy, and high task significance experienced high job satisfactions which affected their turnover intentions.

Finally, a cross-cultural study that was undertaken by Zhang and Li (2020) examined the mediating role of job satisfaction on turnover process where it was discovered that job satisfaction played a significant role in mediating employee turnover in collectivist societies. This implies that more people in the collectivist

society will leave their jobs when they are feeling unsatisfied while this will not be the case in individualistic society. Therefore, the general findings are that job satisfaction is negatively related to employee turnover where high job satisfaction leads to low employee turnover rate.

### *Employee Engagement and Its Impact on Employee Turnover*

Employee engagement is undoubtedly one of the mediating variables affecting employee turnover in the business environment. Research has revealed the connection between employees' engagement level and their workers turnover intent. Thus, it is vital to develop such a work environment that keeps the employees' commitment to their jobs high so that the turnover rate can be successfully reduced.

Fulmore et al. (2023) explained that there is a positive relationship between employee engagement and employee turnover. The above effect is further supported by the fact of a positive association between high employee engagement and a dip in resignation tendency. The study in concluded that those employees who were highly engaged at their workplaces tended to have lower chances to change their jobs. Another proof to the same fact adduced is a correlation between engagement and intention of leaving job in almost all sectors. Job satisfaction is quite frequently a moderator between the connection between Employee Engagement and Turnover Intention. The survey results by Aggarwal et al. (2022) show many elements to expected employee engagement are connected with the job satisfaction, where high level of it reduces employee turnover. The study demonstrated that the interplay between employee engagement and turnover intention can be described by job satisfaction partially mediating between these factors in healthcare workers' context.

For employees, engagement and organizational commitment account for a significant part of intention to quit, which is one of the main factors of employee retention. The studies reveal that the engaged employees see the organizations in effects more as their own personal assets and less likely to examine their companies as potential players of the game (Quek et al. 2021). Differently, Andrade (2020) studied to identify the relation between employee engagement and turnover intention, where they found that the engagement also mediates the emotional commitment of the employees that led them to have less intention of leaving the organizational. Another factor relating to employee engagement is a company's workplace relationship including how an employee's supervisor and colleague behaves. Research provides facts that the productivity of a job with good relationships increase and, as a result, the high job turnover can be reduced (Zhang & Li, 2020). In their study, Jaya et al. (2023) investigated the ways in which the empowerment of human potential influences values in Malaysian private higher education. On the other hand, Zhang et al. (2024) conducted a comprehensive bibliometric analysis of the literature on psychological capital within higher education institutions.

A job can be defined by what it requires employees to do, how they do it, and who they do it to. These job roles and responsibilities can affect employee engagement, which in turn can determine whether or not they intend to quit. A study by Santhanam et al. (2021) have revealed that an employee is likely to be more engaged when his job role integrates and suits his abilities, interests, and values. The study by Memon et al. (2020) pointed out that employee engagement among workers was significantly influenced by job autonomy, skill variety, and task significance; as such, high turnover intention was reduced while the workers were engaged positively in their work tasks.

Primarily, empirical evidence shows that employee engagement is a very decisive factor added to reduce the exit intention of employees. Through competent leadership and creating supportive work spaces that challenge and interest employees, organizations can ensure their talent pool stays loyal and the costs of losing employees is reduced.

*Insert Figure 1 Here*

The framework shows the relationship between soft training and development and employee turnover rate. Job satisfaction and employee engagement are mediating factors due to soft training and development. All of these have an eventual effect on the employee turnover rate. Soft training and development are the independent variable that adversely triggers employee turnover. It is assumed that with soft training and development in a given organization, the employees will realize that the organization works towards uplifting their careers and skills and thus be motivated to reduce the rate at which quitting happens. In this case, soft training and development affects the rate of employee turnover, thus making it an independent variable. On the other hand, there are mediating variables. Mediating variables bring out a causal relationship between the independent and the dependent variables. Job satisfaction and employee engagement are some of the factors that employees foster after receiving soft training and development. An efficient soft training and development will definitely result in increased employee engagement, communication and job satisfaction. Apparently, this eventually impacts on employee turnover. The causal relationship means that good training and development softens its approach then boosts employee engagement and job satisfaction. Consequently, a worker is sure to reduce the intention to quit because he or she enjoys the work and it is a chance in their career life too. This explains why job satisfaction and employee engagement is the mediating factor in this study. Lastly, the employee turnover rate is the sole dependent variable because quitting entirely depends on soft training and development. Good soft training and development will reduce the rate of quitting among employees. It will automatically lead to an increase in the rate when the soft training and development is poor as well. Moreover, affected by soft training and development are job satisfaction and employee engagement, which enhance effectiveness. All of these indicate that employee turnover rate depends on the efficiency of quitting as a dependent variable.

### *Hypothesis*

H1: Soft-Training and development have a significant impact on job satisfaction within the organization.

H2: Soft-Training and development have a significant impact on employee engagement within the organization.

H3: Job satisfaction influenced by Soft-training and development initiatives has a significant effect on employee turnover rates.

H4: Employee engagement influenced by Soft-training and development initiatives has a significant effect on employee turnover rates

H5: Mediating job satisfaction has a significant influence on the relationship between Soft-training and development and employee turnover.

H6: Mediating employee engagement has a significant influence on the relationship between Soft-training and development and employee turnover.

## **Research Methodology**

### *Research Design*

Quantitative research design, focusing on exploratory research will be used in undertaking of the research. This technique is applying to gather data from leaders from diversified sectors like industries or organizations who have undertaken training and development of their employees and how it has affected their employee turnover rate.

In the exploratory research design process, the questionnaires, which will be designed to measure the activities of leaders and tools for employee development, and training will be used. The data, which is obtained with use of various tools, questionnaires, and scenarios can be used as metrics to measure the following: Soft-training and development; Employee engagement; Job satisfaction; Employee turnover. Exploratory research design presupposes the usage of data visualization techniques such as tables, graphs,

correlation matrices in order to determine the relations between the items that are related to employee turnover, such as employee engagement and job satisfaction. The visualization will help to define the patterns based on which the research analysis balance and the steps and hypostasis generation are guided.

### *Sampling and Participants*

Purposive sampling technique will be used in conducting the research. Purposive sampling enables selection of participants who meet the criteria in terms of the study's objectives (Campbell et al. 2020). Thus, through the sampling of these types of individuals, researchers can gain a more precise knowledge about the connection between soft-training and development towards employee turnover rate. The researchers employ purposive sampling techniques to select participants who are in leadership positions or are holding management positions in organizations. This ensures that the sample comprises those people who have an experience in leading teams or managing the others and which are important when exploring employee turnover.

### *Instrumentation*

A questionnaire is the research instrument that will be used in the data collection procedure. The questionnaire is semi-structured, which will help the respondents in faster answering of the questionnaire items. There are advantages that is accrued to use of semi-structured questionnaire in undertaking the study.

### *Questionnaire Design*

The questionnaire will consist of 5 parts. The first part involves the demographic information of the respondents answering the questions, which will contain information such as gender, experience, and education. The second part (SECTION B) contains questions dealing with Employee engagement and development. Section C will contain questions dealing with Employee engagement, which is a mediator variable. Job satisfaction is in Section D while Employee Turnover is in Section E. Items from section B to E will be answered using the Likert Scale, which ranges from 1-5 (Strongly Disagree to Strongly Agree). The Likert scale will help in the quantification of the data, to make it easier to establish a relationship between the different variables.

### *Data Collection Procedure*

Data collection was conducted by the use of an online survey. The selection of the online survey was motivated by the fact that the participants employees and have access to the internet in the country. To access the survey, the emails were sent to the participants with the related link to the research page. For the collection of quantitative data, the research utilized questionnaires formatted as closed-ended questions. The questions provided the respondents with options to select depending on the inclination of the respective opinions. Specifically, the options were distributed based on a 5-point Likert scale, which represented the extent to which the participants agreed or disagreed with particular sentiments in the questions. The provision of a Likert scale saved the time of data collection and was convenient for the participants who only needed a click of a button to respond. Moreover, basing the survey online helped in the direct and immediate input of the response data into the research database ready for analysis. Most importantly, the questionnaires were structured regarding the research variables being tested hence the data collected was directly related to the research objectives. The questionnaires consisted of two main parts. The first part was dedicated to the collection of demographic information of the participants. The demographics gathered included name, age, and gender. The purpose of demographic data was to help the researcher understand the sample characteristics and so be able to associate responses to the individuals. The respondents were given a period of 2 weeks to look and answer the question accordingly by using the Likert scale.

### *Ethical Consideration*

Informed consent, as the first ethical issue to be seen in the present study was a priority. Getting informed consent agreement means notifying the participants about the nature of the research and not recruiting them unless they've given the consent. Basically, this was a treatise on the right of an individual to choose, so nobody ought to be pushed, compelled or coerced into commencing the study against their will.

## Result And Findings

### *Demographic Information*

The demographic information in the table below shows the characteristics of respondents who participated in the study.

*Insert Table 1 here*

### *Correlations Analysis*

*Insert Table 2 here*

The table demonstrates the Pearson correlation between “Soft-Training and Development Investment and Employee Turnover” with 400 observations of data. The Pearson correlation coefficient is 0.911, illustrating an excellent positive relationship between the two variables. This means that investing more in training and development is correlated with lower turnover of staff. The significance value (Sig. 05 (2-tailed), which is  $< 0.05$ ; this means that the correlation is significant. The data hence provides a solid evidence base to conclude that increased investment in training and development is closely correlated to decreased employee turnover. It has been outlined that without IVs vs. DV the sig. Value is greater than 0.5 in this section.

It has been evaluated that Pearson correlations among “Soft-Training and Development Investment, Employee Engagement, Job Satisfaction, and Employee Turnover” ( $N = 400$ ) However, a significant and strong positive relationship was observed with “Employee Engagement” as the highest indicator ( $r=0.708$ ) and “Job Satisfaction” as second indicator ( $r=0.744$ ), statistically significant but p-values were 0.000; respectively. It also exhibits a very large negative correlation with “Employee Turnover” ( $-0.911$ ) significant at a p-value of 0.000 as well. The reactions reveal that HR is a key driver of employee commitment, job satisfaction, and turnover: more investment in HR activities is significantly associated with increased employee commitment and satisfaction and decreased employee turnover. On the other by adding the IVs vs. DV along with MV helps to improve the result and provide the answer align which is a positive value.

*Insert Table 3 here*

Based on Table 4, there are positive and significant for Path A in between Training and development initiatives and Job satisfaction ( $b=.5767$ ,  $s.e.=.0260$ ,  $p<.005$ ). While for Path B, it shows positive and significant results in between Job satisfaction and Employee turnover ( $b=.5418$ ,  $s.e.=.1005$ ,  $p<.001$ ). The direct effect ( $b=-.3005$ ,  $s.e.=.0779$ ,  $p<0.001$ ) of Training and development initiatives on Employee turnover (Path C) tested negative and significant. Through the results analysis, this indicates that Employee turnover decreases with the presence of Job satisfaction.

However, the bootstrap results confidence interval with lower level (BootLLCI) value of 0.1603 and upper level (BootULCI) value of 0.4557. The indirect effect of Training and development initiatives on Employee turnover via Job satisfaction was significant which evidenced by bootstrap confidence intervals that did not contain zero value.

In short, the mediation analysis using Hayes Process Model 4 revealed that the relationship between Training and Development Initiatives and Employee Turnover was significant and fully mediated by Job Satisfaction.

*Insert Table 4 here*

Based on Table 5, there are positive and significant for Path A in between Training and development initiatives and Employee Engagement ( $b=.7133$ ,  $s.e.=.0357$ ,  $p<.005$ ). While for Path B, it shows positive and significant results in between Employee Engagement and Employee turnover ( $b=.1048$ ,  $s.e.=.0756$ ,  $p>.001$ ). Based on Table 5, the direct effect ( $b=-.0629$ ,  $s.e.=.0762$ ,  $p>0.001$ ) of Training and development initiatives on Employee turnover (Path C) tested negative and insignificant. Through the results analysis, this indicates that Employee turnover decreases with the presence of Employee Engagement.

The bootstrap results confidence interval with lower level (BootLLCI) value of  $-0.0444$  and upper level (BootULCI) value of  $0.2023$ . The indirect effect of Training and development initiatives on Employee turnover via Employee Engagement was not significant which evidenced by bootstrap confidence intervals that contain zero value.

In short, the mediation analysis using Hayes Process Model 4 revealed that the relationship between Training and Development Initiatives and Employee Turnover was not significant but partially mediated by Employee Engagement.

*Insert Table 5 here*

The hypothesis testing results indicate that soft training and development positively impact job satisfaction and employee engagement, both of which significantly reduce employee turnover rates. Job satisfaction mediates the relationship between soft training and development and employee turnover, while employee engagement does not. These findings highlight the important of investing in soft training and development to enhance job satisfaction and reduce turnover within the organization.

## **Conclusion & Recommendation**

### **Summary of Major Findings**

The study aimed at examining the nature of the relationship between soft training and development and employee turnover. A number of mediating factors were studied including job satisfaction and employee engagement. The obtained results can be viewed as significant as they helped to draw valid conclusions concerning the effects of soft training on employee retention. The research showed a strong negative relationship between the key factors. Furthermore, it was revealed that organizations that implement soft training programs that deal with interpersonal skills, emotional intelligence, and personal development of employees have lower rates of turnover. In other words, when employees are sure that the organization cares for their personal and employment development, they are predisposed to stay in the company longer. The increase in turnover may be predetermined by job satisfaction that is an important mediating factor. The research has shown that employees that took part in soft training and development reported higher levels of satisfaction with their jobs. They felt better about their status in society, had a higher regard for their maintenance and work, had more satisfying relationships at work, and realized higher work efficiency. The ultimate effect of this factor is the lower intention to leave an organization. Employee engagement is another important mediating factor. The research showed that soft training enhanced employees' engagement at work as they began to feel committed to the company and were involved in different work-related activities. In other words, an organization can retain its employees if it is able to make them happy.

The study explains the high financial expenditures of the high employees' turnover. Replacing an employee, an organization would lose from 50% to 200% of his or her annual salary regarding such aspects as recruitment, training, and working time productivity. Besides that, the high turnover would lead to a great number of people being fired, and it would not only cost the organization money, but it would ruin the working atmosphere, decrease team integration, and lose knowledge and experience. Soft training programs help to reduce the turnover, lower the mentioned expenditures, and to improve the efficiency of production. However, the study states that the efficiency of the soft training program is influenced by the organization's culture and leadership. While the leadership and the supporting culture of the organization



contributes to the beneficial results of the soft program, the toxic culture environment and the lack of leading qualities lower the findings and the trigger of turnover. It is also mentioned in the research that the soft training program is beneficial in attempts to make employee retention more efficient. Nevertheless, there are problems concerning the realization of the programs. For example, the employees are more likely to resist changes, and it would also be difficult if the organization lacks resources or the soft training program does not correspond to the expectations from both sides – the employees' and the organization's one. The research shows that the levels of turnover increase in the latter cases. The research is important for the HR strategy because it explains how to make the turnover less harmful for the organization and how to lower the occurring expenditures on hiring. These decisions may be connected to the realization of comprehensive soft training programs instead of the ones aimed at particular technical knowledge. It may also be stated that the leadership and the organization's culture should also be targeted by both sides. In the end, it is said that soft training and professional development are crucial for employee retention. They contribute to job satisfaction and employee engagement. Such an approach makes the employees stay longer and work in a more efficient way. It seems important to take into consideration the implications of the research for the HR leaders and workers and realize such intervention strategies.

## Discussion

The establishment of hypotheses was considered to be the first stage of the current study. The first part of hypothesis elaboration was literature examination, as it allowed identifying critical gaps in the existing data and clarifying aspects that could be further examined. Literature review provided an understanding of the complex nature of the relationship between soft training and development and job satisfaction, employee commitment, and turnover intentions. Further findings from this review demonstrated that there are various studies reflecting the importance of different training programs for the retention of employees. However, the literature on the role of soft training and the mediation of job satisfaction and employee commitment was under researched.

H1 was derived as a hypothesis that described the relationship between soft training and job satisfaction as they are positively related. The available literature demonstrated that training programs promoting both personal and professional growth of their employees were effective in increasing the level of their satisfaction with their current positions. The hypothesis aimed at examining whether the focus on interpersonal skills, emotional intelligence, and other non-technical areas in soft training is as impactful or more impactful on one's perception of their job compared to standard training. The reasoning behind this relationship is that if an individual feels cared for by their organization and observes investment in their personality development, they are likely to feel content with this job and thus remain satisfied. This result is in line with Sujatha (2023).

H2 ensured examination of the effect of soft training and development on employee commitment by focusing on the direct relationship between these variables. The literature review provided examples of studies that regarded soft training as relevant to job satisfaction and, consequently, employee engagement. This hypothesis aimed at examining whether soft training initiatives are associated with a higher level of knowledge and skills applied by the employees and thus lead to a decrease in the latter's turnover frequency. This result is in line with Sujatha (2023).

H3, can job satisfaction affected the turnover rates of employees. Findings emanating from the literature review will reveal that there is consistently a strong negative relationship between job satisfaction and turnover intentions. This hypothesis emanates from the theoretical expectation that job satisfaction is a critical mediator between staff training and development and the turnover rates of employees. This means that if the study can effectively show that soft training reduces employees' intents to leave their organizations, then they will put less effort into switching work that they feel they hate. This result is in line with Sujatha (2023).

On the other hand, the H4, is interested in the effects of employees' engagement on staff training and development. The study will seek to find out whether the extent to which this critical aspect of human resource has raised employees' intents to leave their organizations. Findings will indicate that engaged employees are less likely to search for other jobs owing to the fact that they experience an integral sense of connection with their employer and, therefore, have no interest in any alternative employer's vision and objectives.

Hypotheses five and six, on the other hand, look at the mediating effects of job satisfaction and employees' engagement on the relationship between employees' soft training and development and their intent to leave the organizations. Both variables are important in that they reveal that soft training does impact employees' turnover intentions.

H5, specifically states that job satisfaction is a mediator of the relationship between soft training and employees' turnover intentions, meaning that enhanced job satisfaction significantly enhances the level to which such initiatives reduce employees' intent to leave their organizations. This result is in line with Sujatha (2023).

Similarly, H6, states that the effects of soft training can get mediated by employees' engagement. This implies that the probable ways in which the program is expected to reduce employees' turnover intentions are by improving their emotional and professional commitments to the organization. This result is not in line with Sujatha (2023).

### **Limitations**

There are several limitations of the research findings. First of all, the cross-sectional design of the study does not allow establishing any causality between the variables. In this way, the study's goal to research the possible link between some types of training, job satisfaction, employee engagement, and turnover rates is limited by the ability to prove or disprove the underlying effect of one variable on another

### **Recommendations**

If companies want to successfully reduce turnover of employees they should concentrate their efforts on investments in soft training and development. Soft training programs that should be implemented in companies should concentrate on social and interpersonal skills, development of emotional intelligence, and personal development. Soft training has been found to positively affect job satisfaction and enhance employees' engagement. Such programs should ideally be adjusted to the needs and requirements of employees and bring benefits in line with the current employees' career aspirations and goals of companies. In addition to this, company executives should take full responsibility for application training programs, support of such initiatives, and active participation in different training events. Moreover, they should create a learning culture where all employees develop their skills and knowledge on a regular basis. Finally, the latter employees can acquire through digital media and training provided by e-learning platforms can serve an additional benefit. As e-learning is flexible in terms of organization and time and can be used by employees even at their homes, it can essentially raise the awareness of the importance of personal development among employees. Soft training programs should be accompanied by regular feedback about the results achieved and recognition of the most active employees who develop their skills. In addition to this, soft training programs should not compete but perfectly complement other ideas on how to retain employees such as providing competitive compensation, promotion opportunities, and a supportive work environment. If companies systematically invest in soft training and development, they will have a more satisfied, happy, and motivated workforce that will seldom leave their position. However, adequate evaluation and adaptation of such programs to changing employees and company needs are required for best results.

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Table 1: Demographic Profile

		Frequency	Percentage(%)
Gender	Male	205	51.3%
	Female	195	48.7%
Age	18-23	53	13.3%
	24-29	48	12.0%
	30-35	96	24.0%
	36-41	83	20.7%
	41-47	72	18.0%
	Above 47	48	12.0%
	Marital_Status	Married	248
	Single	112	28.0%
	Widowed	40	10.0%
Experience	Below 5 Years	35	8.7%
	5-9 Years	85	21.3%
	10-14 Years	120	30.0%
	15-19 Years	117	29.3%
	20 years and above	43	10.7%

Source: Lee (2024)

Table 2: Correlations Test

*Correlations*

		Training and Development Investment	Job Satisfaction	Employee Engagement	Employee Turnover
Training and Development Investment	Pearson Correlation	1	.744**	.708**	.011
	Sig. (2-tailed)		.000	.000	.825
	N	400	400	400	400
Job Satisfaction	Pearson Correlation	.744**	1	.578**	.183**
	Sig. (2-tailed)	.000		.000	.000

	N	400	400	400	400
Employee Engagement	Pearson Correlation	.708**	.578**	1	.057
	Sig. (2-tailed)	.000	.000		.257
	N	400	400	400	400
Employee Turnover	Pearson Correlation	.011	.183**	.057	1
	Sig. (2-tailed)	.825	.000	.257	
	N	400	400	400	400

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

Source: Lee (2024)

Table 3: Mediation of Job Satisfaction

```

*****
OUTCOME VARIABLE:
JS
Model Summary
      R      R-sq      MSE      F      df1      df2
p
.7437    .5531    .1774   492.5006   1.0000   398.0000
.0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  1.3402    .1074   12.4767   .0000    1.1290    1.5514
TDI        .5767      .0260   22.1924   .0000    .5256
.6278
*****
OUTCOME VARIABLE:
ET
Model Summary
      R      R-sq      MSE      F      df1      df2
p
.2615    .0684    .7127   14.5670   2.0000   397.0000
.0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  2.9632    .2539   11.6691   .0000    2.4639    3.4624
TDI       -.3005    .0779   -3.8578   .0001   -.4537   -.1474
JS         .5418      .1005    5.3928   .0000    .3443
.7393
***** TOTAL EFFECT MODEL *****
OUTCOME VARIABLE:
ET
Model Summary
      R      R-sq      MSE      F      df1      df2
p
.0111    .0001    .7629    .0487   1.0000   398.0000
.8254
Model
      coeff      se      t      p      LLCI      ULCI
constant  3.6893    .2228   16.5616   .0000    3.2513    4.1272
TDI        .0119    .0539    .2207   .8254   -.0940    .1178
***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****
Total effect of X on Y
      Effect      se      t      p      LLCI      ULCI
.0119    .0539    .2207   .8254   -.0940    .1178
Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI
-.3005    .0779   -3.8578   .0001   -.4537   -.1474
Indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI

```

JS .3124 .0757 .1603 .4557

Table 4: Mediation of Employee Engagement

OUTCOME VARIABLE:

EE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7078	.5009	.3347	399.4531	1.0000	398.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.7627	.1475	5.1693	.0000	.4726	1.0527
TDI	.7133	.0357	19.9863	.0000	.6432	.7835

\*\*\*\*\*

OUTCOME VARIABLE:

ET

Model Summary

R	R-sq	MSE	F	df1	df2	p
.0703	.0049	.7612	.9853	2.0000	397.0000	.3743

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.6094	.2299	15.7030	.0000	3.1575	4.0612
TDI	-.0629	.0762	-.8250	.4099	-.2126	.0869
EE	.1048	.0756	1.3863	.1664	-.0438	.2534

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

ET

Model Summary

R	R-sq	MSE	F	df1	df2	p
.0111	.0001	.7629	.0487	1.0000	398.0000	.8254

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.6893	.2228	16.5616	.0000	3.2513	4.1272
TDI	.0119	.0539	.2207	.8254	-.0940	.1178

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.0119	.0539	.2207	.8254	-.0940	.1178

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0629	.0762	-.8250	.4099	-.2126	.0869

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
EE	.0748	0630	-.0444 .2023

Source: Lee (2024)

Table 5: Hypothesis Testing

<i>Hypothesis</i>	<i>Result</i>	<i>Conclusion</i>
<b>H1:</b> Soft-Training and development have a significant impact on job satisfaction within the organization.	<b>Pearson Correlation</b> is 1 and 0.744	Accepted
<b>H2:</b> Soft-Training and development have a significant impact on employee engagement within the organization.	<b>Pearson Correlation</b> is 1 and 0.708	Accepted
<b>H3:</b> Job satisfaction influenced by Soft-training and development initiatives has a significant effect on employee turnover rates.	<b>Pearson Correlation</b> is 1 and 0.183	Accepted
<b>H4:</b> Employee engagement influenced by Soft-training and development initiatives has a significant effect on employee turnover rates	<b>Pearson Correlation</b> is 1 and 0.057	Accepted
<b>H5:</b> Mediating job satisfaction has a significant influence on the relationship between Soft-training and development and employee turnover.	<i>Total Effect: 0.119</i> <i>Direct Effect: -0.3005</i> <i>Indirect Effect: 0.3124</i> <i>BootLLCI: 0.1603</i> <i>BootULCI: 0.4557</i>	Accepted
<b>H6:</b> Mediating employee engagement has a significant influence on the relationship between Soft-training and development and employee turnover.	<i>Total Effect: 0.119</i> <i>Direct Effect: -0.629</i> <i>Indirect Effect: 0.695</i> <i>BootLLCI: -0.394</i> <i>BootULCI: 0.1893</i>	Not Accepted

Source: Lee (2024)