AN EXAMINATION OF THE RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT, RETENTION AND EMPLOYEE ENGAGEMENT: A SELECTIVE LITERATURE REVIEW

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ABSTRACT

This research examines the interrelationships between employee engagement, retention and strategically designed training and development (T&D) programmes, examining their collective impact on organisational growth and success. A selective review of extant literature, coupled with a secondary qualitative methodological approach, was employed to develop a holistic understanding of these interconnected constructs. The findings underscore the critical role of effectively designed and implemented T&D programmes in driving organisational growth. The analysis of innovative approaches adopted by various organisations reveals that such programmes generate a range of positive outcomes, including enhanced employee performance, increased productivity and improved revenue generation. Moreover, these strategic initiatives contribute to an enhanced organisational reputation and a more favourable public image.

KEY WORDS: *training and development, employee engagement, employee retention, productivity, organisational performance.*

Introduction

The highly dynamic labour market of today's competitive business landscape renders employee turnover a significant impediment to organisational growth and sustainability. Mitigating this challenge necessitates the development and implementation of robust employee retention and engagement strategies. The efficacy of such strategies is multifaceted, and evolves dynamically, requiring continuous adaptation to the ever-changing needs and expectations of the workforce. Employee commitment serves as a key indicator of overall satisfaction and organisational embeddedness. Employees who are invested in their work, colleagues

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and professional development demonstrate a strong work ethic and are intrinsically motivated to exceed performance expectations. Training and development (T&D) programmes constitute a cornerstone of successful retention strategies. These programmes empower employees to excel in their respective roles, thereby yielding mutual benefits for both individual employees and the organisation.

Through the provision of continuous learning opportunities, organisations cultivate a knowledgeable and competitive workforce capable of navigating the complexities of the dynamic marketplace. Furthermore, training equips new hires for successful on boarding, and provides existing employees with the skills to effectively manage workplace stress, leading to increased efficiency and productivity (Redondo et al., 2021). Their research demonstrates the positive impact of training on employee behaviour, ultimately fostering creativity and innovation. Effective T&D programmes significantly enhance employee engagement by facilitating talent development, enabling individuals to acquire new competencies and enhance their performance. Engaged employees experience a sense of ownership in their career trajectory, which positively influences organisational reputation. While employee retention remains a key challenge for many organisations, the benefits of a stable workforce are substantial. Organisations that prioritise employee retention, engagement and well-being realise significant returns on investment. Employee retention extends beyond simply maintaining headcount; it encompasses the implementation of innovative approaches to enhance productivity and mitigate the risk of turnover.

This study investigates the interrelationship between T&D programmes and employee retention within organisations. Through a review of extant literature, the study establishes a foundational understanding of these interconnected constructs. Furthermore, it explores potential strategies for enhancing overall organisational effectiveness. The paper is structured as follows: Section Two presents a comprehensive literature review encompassing T&D, employee engagement and retention, exploring the impact of engagement on performance and detailing the theoretical framework underpinning the study. Section Three outlines the research methodology employed. Section Four and Five present discussions of the review findings and conclusions respectively. Section Six and the last Section Seven discuss limitations and the future research agenda.

1. Literature review

1.1. Training and development (T&D)

Employee training and development programmes have transitioned from a peripheral benefit to a strategic imperative for organisational success in today's dynamic business environment. As Santoro et al. (2020) posit, these programmes are crucial for effective strategy execution, aligning employee competencies with organisational objectives. These programmes are no longer simply about filling skill gaps, but are now crucial for effective strategy execution, aligning employee competencies with evolving organisational objectives. This strategic alignment is particularly critical in the face of rapid technological advancements and evolving market demands requiring organisations to invest in continuous learning and development to maintain a competitive edge (Noe et al., 2022).

Beyond the acquisition of specific skills, training and development initiatives play a vital role in cultivating employee engagement and ownership (O'Connor, Crowley-Henry, 2019), key drivers of organisational performance. Contemporary research has yet to emphasise the efficacy of personalised learning experiences and micro-learning modules to accommodate diverse learning styles and preferences. Furthermore, the integration of technology into training paradigms, such as through virtual reality and gamification, enhances learner engagement and knowledge retention (Mayer, 2021). Organisations that prioritise continuous learning and development cultivate a culture of adaptability and innovation, enabling them to navigate dynamic market conditions effectively and maintain a competitive advantage.

The impact of training and development transcends individual performance enhancement. As Cao et al. (2019) demonstrate, these programmes contribute significantly to the development of a highly skilled workforce capable of driving innovation and organisational growth. There is an urgent need for aligning such

training initiatives with anticipated future skill demands and emergent industry trends. This proactive appro-ach ensures that employees possess the requisite competencies to address evolving challenges and capitalise on emerging opportunities. Moreover, training and development programmes facilitate knowledge transfer and collaborative learning in organisations, fostering a culture of continuous improvement. By investing in employee development, organisations not only augment individual capabilities, but also cultivate a collecti-ve intelligence that fuels innovation and sustains long-term success. Verčič (2021) further emphasises the critical nexus between targeted training and the achievement of measurable organisational outcomes, high-lighting the necessity for robust evaluation frameworks to demonstrate the return on investment in training and development initiatives.

1.2. Employee engagement

Employee engagement has become a pivotal construct in the human resource management (HRM) field, garnering significant attention from both academics and practitioners. It represents a multifaceted pheno-menon, encompassing the emotional attachment, cognitive dedication and behavioural investment that em-ployees demonstrate towards their work and the organisation (Schaufeli, Bakker, 2004). This foundational definition, while still relevant, has been expanded and nuanced by subsequent research. For instance, Kahn (1990) initially conceptualised engagement as the 'harnessing of organisation members' selves to their work roles', emphasising the integration of physical, cognitive and emotional energies. This early work laid the groundwork for understanding engagement as more than just satisfaction or motivation.

The consequences of employee engagement have been extensively studied. Research has consistently linked higher levels of engagement to positive organisational outcomes, such as improved performance, increased productivity, reduced turnover, enhanced customer satisfaction and greater profitability (Harter et al., 2002; Baumruk, 2006). Moreover, engaged employees perceive their work as meaningful and contribute with a genuine sense of ownership, actively seeking avenues for enhancing organisational performance (Ra-meshkumar, 2020). This intrinsic motivation translates into demonstrably positive impacts on organisational outcomes. Empirical research indicates a significant positive correlation between high employee engagement and key performance indicators (KPIs) such as productivity. The research study by Mikalef et al. (2020) re-ports substantial productivity benefits. Furthermore, a strong association exists between engagement and employee satisfaction, underscoring its crucial role in fostering a positive and productive work environment.

Organisations can strategically cultivate a culture of employee engagement through the implementa-tion of targeted HRM practices. Effective communication strategies, strong leadership and alignment with organisational values and goals are identified as key drivers. As employees become more engaged and de-velop a deeper understanding of the organisation's mission, their commitment and contributions increase demonstrably, creating a virtuous cycle of improved performance and organisational success. Another study suggests that positive HRM practices, as perceived by employees, lead to increased employee engagement. This engagement, in turn, influences employee behaviour, specifically organisational citizenship behaviour (OCB) and turnover intentions (Alfes et al., 2013). Beyond the individual level, employee engagement si-gnificantly influences organisational performance and competitive advantage. High engagement fosters a culture of innovation and continuous improvement, as employees are more likely to contribute creative ideas and actively participate in problem-solving (Kahn, 1990).

In today's dynamic business environment, where organisations face constant pressure to adapt and in-novate, employee engagement serves as a critical source of sustainable competitive advantage. It enables organisations to leverage the collective intelligence and capabilities of their workforce, driving both in-dividual and organisational success. Furthermore, contemporary research emphasises the importance of a holistic approach to employee engagement, recognising the interplay of individual, team and organisational factors. While individual characteristics such as personality and values play a role, contextual factors like leadership style, organisational culture and job design also exert a significant influence. The study by Bakker and Oerlemans (2019) found that employees who proactively modify their environment are more engaged

in their work. Organisations that prioritise creating a supportive and inclusive work environment, provide opportunities for growth and development, and foster a sense of belonging, are more likely to cultivate a highly engaged workforce.

1.3. Employee retention

Employee retention, encompassing an organisation's ability to minimise both voluntary and involuntary employee turnover, constitutes a critical determinant of organisational success and performance (Afum et al., 2020). In the current competitive business environment, the adoption of innovative approaches to talent retention and the cultivation of a loyal and engaged workforce are paramount for sustainable organisational growth. Effective retention necessitates the strategic application of novel techniques designed to mitigate employee turnover, while concurrently enhancing overall organisational productivity (Ju et al., 2021). The reduction of employee turnover, particularly voluntary separations, presents a significant challenge to many organisations. Consequently, given the intensifying competition for talent, employee retention has ascended to a strategic priority for most firms.

This emphasis on retention is further underscored by recent research highlighting the multi-faceted nature of employee departure. While traditional factors such as compensation and benefits remain relevant, contemporary studies emphasise the growing importance of non-monetary factors, including work-life balance, opportunities for professional development, and a positive organisational culture (Haichin, 2023). For instance, research by Nguyen, Patel and Hwang (2018) demonstrates the significant impact of mental health initiatives on employee retention, suggesting that organisations that prioritise employee well-being foster a more supportive environment and consequently improve retention rates. Furthermore, studies have shown that employees, particularly those of the younger generations, are increasingly drawn to organisations that demonstrate a commitment to social responsibility and sustainability (Haichin, 2023). Therefore, effective retention strategies must extend beyond traditional compensation models, and incorporate a holistic approach that addresses the diverse needs and values of the modern workforce.

Moreover, the evolving nature of work itself, particularly the rise of remote working and flexible work arrangements, has introduced new dimensions to the challenge of employee retention. Thompson and Walters (2021) investigate the role of remote working in employee retention strategies in the post-Covid-19 era, suggesting that organisations that offer flexible work options are better positioned to retain talent. This necessitates a shift in HRM practices, requiring organisations to adapt their management styles, communication strategies and performance evaluation systems to manage a distributed workforce effectively.

1.4. Overall impact on organisational performance

Human capital constitutes a critical resource for organisational success, significantly influencing performance outcomes. Employee engagement, a strategic human resource management practice, aims to cultivate employees' commitment to their roles, organisational values and overarching strategic objectives (Wang et al., 2020). Engaged employees demonstrate a higher propensity to contribute to, and consequently enhance, organisational performance, ultimately driving positive business outcomes. This engagement is a function of employees' cumulative experience within the work context and the organisation, directly impacting organisational growth and development trajectories. Furthermore, employee engagement plays a pivotal role in mitigating employee turnover. By fostering a positive and supportive work environment, engagement strategies seek to enhance talent retention (Nani, Safitri, 2021). The robust correlation between employee retention and engagement is crucial for sustained organisational growth and development. Engaged employees frequently develop affective commitment to their work and the organisation, becoming invested stakeholders in the achievement of the organisational goals.

Recent research has further emphasised the evolving nature of employee engagement in the context of changing work dynamics, such as the rise of remote working and the increasing importance of employee

well-being. A study by Karthika et al. (2024) investigated the influence of remote working arrangements on employee engagement, underscoring the persistent importance of employee engagement as a critical determinant of organisational success. Their findings suggest that the dynamics of employee engagement are contingent upon the conditions of telecommuting. The authors concluded that while telework offers flexibility and enhanced autonomy in decision-making, it also presents challenges, notably in the realm of communication and the potential erosion of boundaries between work and personal time. Furthermore, while employees may experience benefits such as increased productivity and expanded opportunities for global interaction, they may also encounter obstacles related to technology and infrastructure.

In their literature review, Bhoir and Sinha (2024) advocate for a broadened perspective on employee care, emphasising the centrality of employee well-being (EWB) in organisational objectives. They posit that employee well-being human resource practices (EWBHRPs) are instrumental in fostering and enhancing employee well-being. Their central argument emphasises the prioritisation of employee well-being as a core organisational mission, rather than solely a means to achieve performance targets. They contend that prioritising employee well-being should be viewed as a fundamental organisational responsibility towards its employees. The studies reviewed underscore the need for organisations to adopt a holistic approach to employee engagement, considering not only work-related factors but also the broader well-being of their employees.

1.5. Literature gap

While the positive relationship between training and development (T&D) programmes, employee engagement and retention is well-documented in the literature, a critical gap in knowledge persists. Extant research frequently examines T&D initiatives in a generalised context, potentially obscuring the nuanced and differential effects of targeted development opportunities. For example, the comparative impact of leadership development programmes for managerial staff on employee engagement, relative to, say, company-wide software skills training, remains under-investigated. Future research endeavours that explore the efficacy of differentiated T&D programmes tailored to specific roles, objectives or employee segments hold significant potential for advancing theoretical understanding and practical application. Such investigations would provide organisations with evidence-based insights to optimise the return on investment associated with their human capital development initiatives.

1.6. Theoretical framework

Understanding employee needs is paramount for organisational growth and development. Maslow's hierarchy of needs provides a valuable theoretical framework for conceptualising these needs. This model posits that employee satisfaction and reduced turnover are positively correlated with the fulfilment of those hierarchical needs (Amor et al., 2020). Furthermore, employee performance efficiency is critical for successful strategy implementation and overall organisational effectiveness. Effective training programmes and strategic human resource planning can significantly enhance employee engagement, by improving performance and addressing skill gaps, thereby contributing to the fulfilment of higher-order needs such as self-esteem and self-actualisation within Maslow's framework.

Conversely, disengaged employees often experience feelings of isolation and disconnection from their work, potentially indicating unmet needs at lower levels of the hierarchy, such as belonging and love. The simplicity and focus on fundamental needs, including safety and security, inherent in Maslow's model make it a valuable tool for understanding employee expectations and motivations. Building on Maslow's framework, this study proposes a conceptual framework (Fig. 1) to explore the interrelationships between employee needs, engagement and organisational growth. This framework may serve as a foundation for future research investigating how strategically addressing employee needs at various levels of the hierarchy translates into a more engaged, productive workforce, and ultimately, enhanced organisational performance.
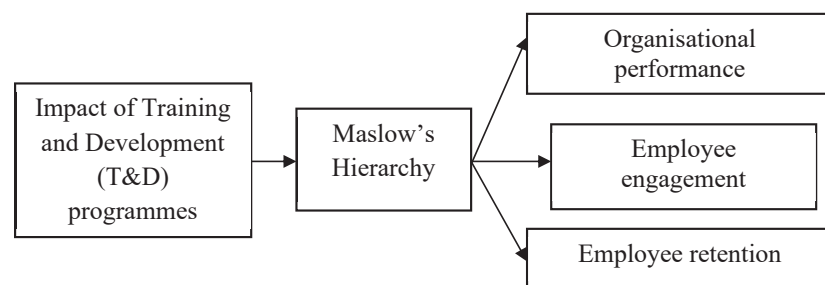
Figure 1. The theoretical framework

2. Methodology

This study employs a secondary qualitative research methodology, specifically a systematic literature review, to investigate the interrelationships between employee training and development, employee engagement and employee retention. Systematic literature reviews provide a robust approach to synthesising and evaluating existing scholarly work on a defined topic. As is highlighted by Guzeller and Celiker (2019), secondary qualitative analysis can effectively generate reliable data syntheses. To ensure a comprehensive and rigorous review process, this study adopted the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework (Bhoir, Sinha, 2024; Ho, 2024). Adherence to the PRISMA 2020 framework facilitated a systematic and unbiased evaluation of the extant research concerning the interconnections between employee training, engagement and retention.

Relevant literature was identified through searches of several reputable academic databases, including ScienceDirect, Google Scholar and ResearchGate. The search was restricted to peer-reviewed international journals and research articles published in English for better reach. Defining clear inclusion and exclusion criteria is crucial for a focused and effective literature search (Saridakis, 2020). Research articles and journals published after 2019 were selected for the study. This study adopted a rigorous systematic search strategy to identify relevant primary research articles. The search terms employed included 'employee retention', 'employee engagement', 'organisational performance' and 'training and development'. Boolean operators, specifically 'OR' and 'AND', were strategically utilised to refine the search and achieve comprehensive coverage of relevant literature. A detailed Boolean table keyword search outlining the precise search strings constructed with these operators is presented in Table 1.

Table 1. Keyword search

Keywords	Operator	Keywords	Operator	Keywords
Employee retention	AND	Employee engagement	OR	Organisational culture
Employee engagement	AND	Employee turnover rate	OR	Organisational performance
Organisational performance	AND	Organisational culture	OR	Employee performance
Training and development	AND	Work environment	OR	Work culture

A systematic literature search was conducted between 7 and 12 February 2025. This review study employed the Connected Papers literature mapping software tool. An initial search within the Connected Papers platform, which aggregates results from multiple databases (e.g. Science Direct, Research Gate, Google Scholar), yielded 34 potentially relevant research articles. Fig. 2 represents the network visualisation

displaying academic papers related to the original paper. Each node represents a separate academic publication. The papers are positioned based on their similarity to one another (this visualisation is not a citation tree). The size of each node reflects the number of citations that paper has received. The colour of each node indicates the year of publication. Papers with greater similarity are connected by thicker lines and tend to cluster together. Following the network visualisation depicted in Fig. 2, which illustrated clusters of related publications, 19 research articles were initially considered for inclusion in the final analysis.
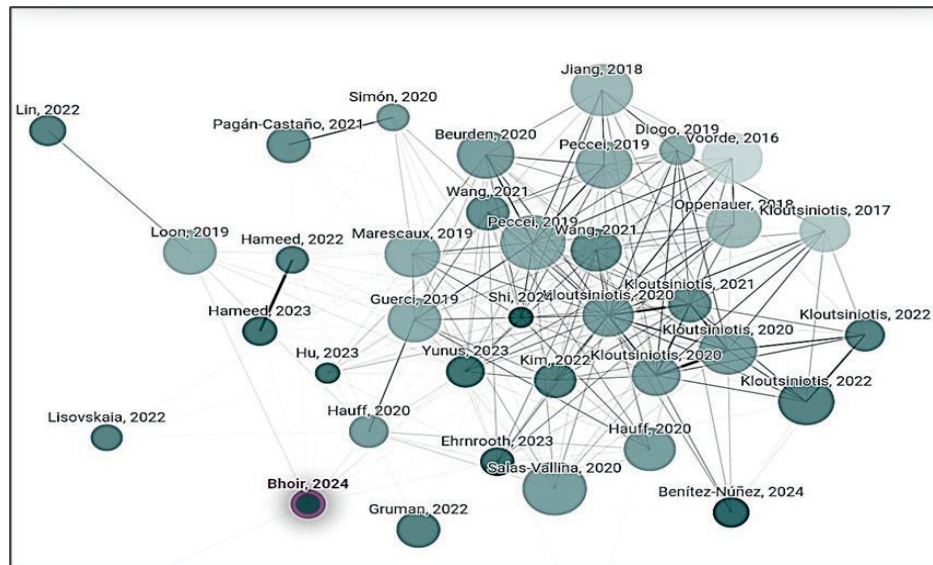

Figure 2. Connected papers mapping

However, it is noteworthy that the Connected Papers software employed was able to trace a connection to the originating article for only one (Bhoir, Sinha, 2024) of these 19 selected articles. The remaining 18 articles, despite their initial clustering, did not align sufficiently with the primary research themes identified for this review. This discrepancy suggests potential limitations in the software's similarity mapping algorithm. Further investigation of the specific definitions and representations of 'similarity' employed by Connected Papers, or similar software tools, could constitute a valuable avenue for independent research. This finding also underscores the inherent limitations of software-driven tools in literature analysis, and reinforces the continuing importance of manual literature screening and thematic mapping as a crucial component of rigorous research methodology. Consequently, to mitigate the limitations inherent in the prior analysis conducted using the Connected Papers software tool, a manual literature mapping and scanning analysis, guided by the PRISMA 2020 framework guidelines, was deemed necessary.

The initial keyword search identified 60 articles. A multi-step screening process, informed by established PRISMA 2020 guidelines (Bhoir, Sinha, 2024; Ho, 2024) was subsequently implemented to refine the selection and ensure the inclusion of pertinent studies. Of the initial 60 articles, eight were identified as duplicates and removed. A further ten articles were excluded due to not meeting pre-defined string criteria. An additional six articles were excluded based on title and abstract review, as they lacked direct relevance to the research topic. Ten articles were then excluded due to unsuccessful full-text retrieval. Following the download process, five more articles were excluded because their primary focus was not on employee impact. This process resulted in a final sample of 21 articles deemed directly relevant to the research question and included in the review. The PRISMA 2020 flowchart, detailing the selection process and the number of articles excluded at each stage, is presented in Fig. 3.
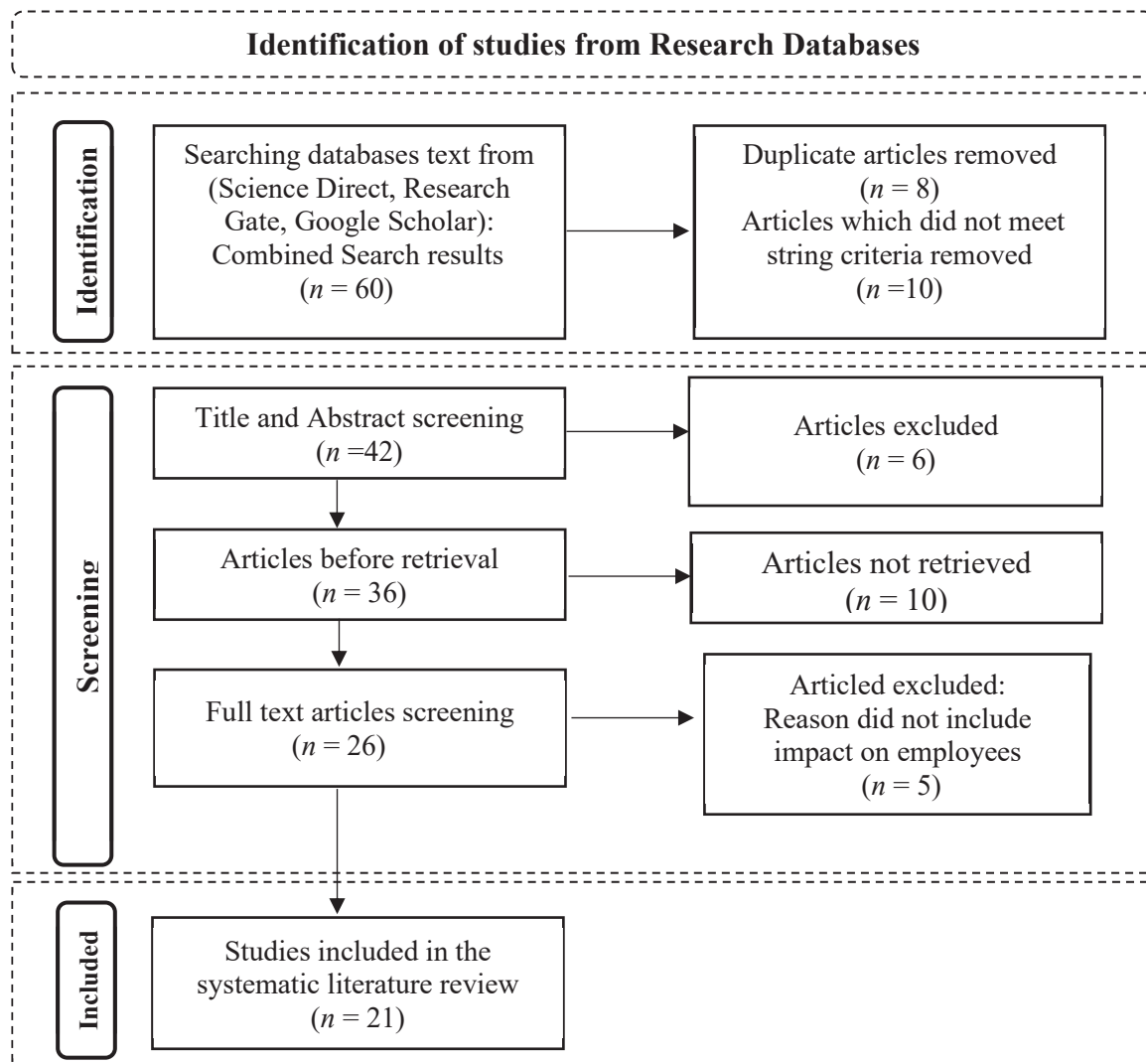
Identification of studies from Research Databases

Identification

Searching databases text from (Science Direct, Research Gate, Google Scholar): Combined Search results ($n = 60$)

Duplicate articles removed ($n = 8$)
Articles which did not meet string criteria removed ($n = 10$)

Screening

Title and Abstract screening ($n = 42$)

Articles excluded ($n = 6$)

Articles before retrieval ($n = 36$)

Articles not retrieved ($n = 10$)

Full text articles screening ($n = 26$)

Articled excluded: Reason did not include impact on employees ($n = 5$)

Included

Studies included in the systematic literature review ($n = 21$)

Figure 3. PRISMA framework

3. Discussion of the review findings

This study investigates the critical interplay between employee engagement and retention, and their consequential impact on organisational performance. The analysis posits that these constructs are not mutually exclusive, but rather demonstrate a synergistic relationship. Specifically, the research suggests that a strategic focus on mitigating employee turnover (i.e. enhancing retention) can be a key driver of heightened employee engagement. This can be achieved through targeted interventions, such as the development and implementation of innovative training and development programmes designed to address salient employee needs and challenges. Such investments in human capital development contribute to the creation of a stimulating and rewarding work environment, thereby fostering increased engagement.

Drawing on extant literature, this research reinforces the established positive correlation between employee engagement and key organisational outcomes. A highly engaged workforce is associated with enhanced productivity, heightened creativity and improved operational efficiency. Moreover, employee engagement cultivates a stronger employee-organisation bond, fostering a sense of loyalty and commitment, which subsequently contributes to improved retention rates. This research also underscores the significant interconnectedness of employee engagement and retention, and their collective influence on organisational success.

The findings suggest that organisations that prioritise strategies designed to enhance both engagement and retention are more likely to cultivate a thriving organisational climate characterised by a valued, motivated and productive workforce. This, in turn, facilitates the achievement of organisational objectives, and contributes to sustained competitive advantage.

This study examines the critical, yet frequently underemphasised, role of employee training and development programmes in organisational management. Despite widespread recognition of their potential value, these programmes are often underutilised, even within human resource management functions. A primary impediment to implementation appears to be the perceived high initial investment required for programme design and delivery. However, this research posits that the long-term strategic benefits accruing from such investment significantly outweigh the associated short-term costs. The study argues that strategically designed training and development programmes are instrumental in equipping employees with the requisite skills and foundational knowledge necessary for optimal job performance. This knowledge base extends beyond specific task-related competencies to encompass a broader understanding of organisational objectives and operational processes.

Furthermore, this research broadens its scope to incorporate the crucial constructs of employee retention and engagement, recognising their established influence on organisational success. High employee turnover rates are demonstrably detrimental to organisational performance, while a highly engaged workforce is associated with enhanced growth, development, and a positive organisational reputation. This study identifies employee needs and job satisfaction, including factors related to safety and security, as key determinants of employee retention. Moreover, the research acknowledges the significant role of motivation in employee performance and productivity. It suggests that organisations should consider implementing robust reward systems and other motivational mechanisms to foster creativity and drive performance improvement. Finally, this study emphasises the critical need for organisations to prioritise employee engagement, an area often neglected in the broader field of organisational behaviour research.

Conclusion

This research investigated the interrelationships among employee engagement, retention and strategically designed training and development (T&D) programmes, exploring their collective influence on organisational growth and success. A selective review of the extant literature, coupled with a secondary qualitative methodological approach, was employed to develop a holistic understanding of these interconnected constructs. The findings underscore the critical role of effectively designed and implemented T&D programmes as a key driver of organisational growth. This research further emphasises the importance of personalised and adaptive learning experiences, including the strategic utilisation of technology to deliver targeted training that addresses individual employee needs and fosters enhanced engagement. Additionally, the increasing prevalence of remote working and the gig economy necessitates a re-evaluation of traditional engagement strategies. Organisations must adapt their approaches to address the unique challenges and opportunities presented by these evolving work arrangements, focusing on building trust, fostering communication, and maintaining a sense of connection among geographically dispersed teams.

Limitations

While this study yielded valuable insights through the application of secondary research methodologies, the absence of primary, experimentally derived data constitutes a limitation. Data generated through controlled experimental designs offers a more robust foundation for establishing causal relationships and enhancing the reliability of findings. Furthermore, the inclusion of visual representations, such as graphs or charts, illustrating the negative correlation between employee turnover and organisational performance, as well as the positive correlation between employee engagement and organisational performance, would have augmented the analysis. Such visual aids would enhance the clarity and accessibility of the research

findings, facilitating a more intuitive understanding of the complex interdependencies between these critical constructs. Future research should prioritise the collection of primary data through rigorous experimental or quasi-experimental designs to address this limitation and provide stronger evidence for the causal relationships proposed. Specifically, longitudinal studies tracking the impact of targeted interventions on employee engagement and retention would be particularly valuable. Moreover, incorporating qualitative data through interviews or focus groups could provide richer insights into the mechanisms underlying these relationships. Finally, exploring potential moderating factors, such as the organisational culture or industry context, would further enhance the generalisability of the findings.

Future research

This study's exploration of employee engagement, conducted through the analysis of secondary data, suggests several avenues for future research. Directly soliciting employee perspectives through surveys or interviews would provide valuable first-hand insights into the factors influencing engagement, and identify potential areas for organisational intervention. Future research could expand the scope of inquiry beyond overall performance to examine the impact of engagement on specific organisational metrics, such as customer satisfaction or innovation. Furthermore, the longitudinal effects of training and development (T&D) programmes on retention and engagement warrant further investigation. While existing research often focuses on immediate post-intervention outcomes, understanding the sustained impact of T&D is crucial for creating enduring organisational benefits. Longitudinal studies examining these long-term relationships would provide critical information for designing T&D programmes that promote lasting positive effects on the workforce.

Moreover, the established links between effective T&D, enhanced employee engagement, and a positive organisational reputation, suggest a fruitful area for future inquiry. This research offers valuable insights for both researchers and practitioners. By understanding the complex interplay between T&D, employee engagement and retention, organisations can develop targeted strategies to cultivate a more engaged and productive workforce. Future research could explore the efficacy of specific T&D programme types in driving employee engagement and retention across diverse industry contexts.

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DARBUOTOJŲ MOKYMO IR TOBULINIMO PROGRAMŲ SĄVEIKOS, ORGANIZACIJAI SIEKIANT JUOS IŠLAIKYTI IR ĮTRAUKTI, ANALIZĖ: LITERATŪROS APŽVALGA

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Santrauka

Šiame tyrime nagrinėjama darbuotojų išlaikymo organizacijose, jų įsitraukimo į veiklas ir strategiškai parengtų mokymo bei tobulinimo programų sąveika. Aptariamas jų kolektyvinis poveikis organizacijos augimui ir sėkmei. Siekiant visapusiško šių tarpusavyje susijusių reiškinių supratimo, remtasi kryptingai analizuojama tematika atrinkta moksline literatūra. Tyrimo rezultatai pabrėžia svarbų veiksmingų mokymų ir tobulinimo programų vaidmenį skatinant organizacijos augimą. Įvairių organizacijų taikomų modernių metodų analizė atskleidė, kad tokios programos padeda išlaikyti darbuotojus organizacijose ir skatina jų įsitraukimą, įskaitant darbuotojų darbo produktyvumą, kartu ir didesnes pajamas. Be to, šios strateginės iniciatyvos prisideda prie organizacijos reputacijos gerinimo ir palankesnio visuomenės įvaizdžio.

Remiantis analizuota moksline literatūra, šiuo tyrimu nustatytas teigiamas darbuotojų įsitraukimo ir pagrindinių organizacijos rezultatų tarpusavio ryšys. Įsitraukę darbuotojai siejami su didesniu produktyvumu, kūrybiškumu, veiklos efektyvumu. Be to, darbuotojų įsitraukimas užtikrina tvirtesnį darbuotojų ir organizacijos tarpusavio ryšį, skatina lojalumą ir įsipareigojimą, tai lemia geresnius darbuotojų išlaikymo rodiklius. Šis tyrimas pabrėžia reikšmingą darbuotojų įsitraukimo ir jų išlaikymo tarpusavio ryšį bei viso to bendrą poveikį, siekiant organizacijos sėkmės. Taigi organizacijos, pirmenybę teikiančios strategijoms, kurios nukreiptos tiek į darbuotojų įsitraukimą, tiek ir į jų išlaikymą, labiau linkusios kurti klestintį organizacinį klimatą, kuriam būdingas darbuotojų vertinimas, motyvavimas, pasitikėjimas jais. Tai savo ruožtu leidžia įgyvendinti organizacijos tikslus ir prisideda prie ilgalaikio konkurencinio pranašumo didinimo. Apžvelgus mokslinę literatūrą pabrėžiama individualizuotos ir adaptuotos mokymosi patirties svarba, įskaitant strateginį technologijų taikymą, organizuojant tikslinius mokymus, kurie tenkina individualius darbuotojų poreikius ir skatina aktyvesnį įsitraukimą. Be to, didėjantis nuotolinio darbo paplitimas verčia iš naujo įvertinti tradicines įtraukimo strategijas. Organizacijos, siekiančios priimti joms kylančius iššūkius ir įvertinti turimas galimybes, turėtų pritaikyti savo metodus, kad esant darbo rinkos, skirtingų kartų ar nuotolinio darbo pokyčių, sėkmingai galėtų išspręsti kilusias problemas organizacijų naudai, orientuodamosi į pasitikėjimo, bendravimo skatinimą ir geografiškai išsibarsčiusių komandų tarpusavio ryšio palaikymą.

PAGRINDINIAI ŽODŽIAI: *mokymas ir tobulėjimas, darbuotojų įsitraukimas, darbuotojų išlaikymas, produktyvumas, organizacijos veikla*.

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