

Training, Job Satisfaction, And Performance Effects On Employee Retention In A Manufacturing Firm In Laguna: Effective Communication As Moderator

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Abstract

Employee retention is a critical indicator of organizational health and long-term sustainability, particularly in labor-intensive industries such as manufacturing. This study examined the effects of training and development, job satisfaction, job performance, and effective communication on employee retention in a manufacturing firm in Santa Rosa, Laguna. A descriptive quantitative research design was employed, and data were collected from permanent rank-and-file employees using a structured questionnaire. The data were analyzed using descriptive statistics, multiple regression analysis, and hierarchical regression analysis. The findings revealed that training and development, job satisfaction, and effective communication have significant positive effects on employee retention, while job performance has a significant negative effect. Job satisfaction emerged as the strongest predictor of employee retention. Furthermore, effective communication was found to have no significant moderating effect on the relationship between job performance and employee retention. The study concludes that employee retention is primarily influenced by job satisfaction, development opportunities, and organizational support rather than performance alone. The findings provide practical insights for manufacturing firms in developing effective human resource strategies to improve employee retention.

Keywords: employee retention; training and development; job satisfaction; effective communication; manufacturing sector

1. Main text

I. INTRODUCTION

A. Background of the Study

Employee retention has become a major organizational concern as competitive labor markets and evolving workforce expectations increase employee mobility. High employee turnover negatively affects organizational performance through increased recruitment and training costs, disruption of workflows, and loss of institutional knowledge (Flores & Castro, 2024; Minzlaff et al., 2024). Consequently, retaining skilled and experienced employees is essential for sustaining productivity and competitiveness.

In the Southeast Asian region, employee attrition is particularly evident. The Philippines records one of the highest annual employee attrition rates in the region, averaging approximately 18 percent (Dajud & Tizon, 2024). This situation poses a serious challenge to industries that rely heavily on human capital, especially the manufacturing sector. Although reported labor turnover rates in manufacturing appear relatively lower compared to other industries, studies indicate that a large proportion of employees express intentions to leave their organizations, signaling potential future turnover (Dajud & Tizon, 2024).

Several factors contribute to employee turnover, including limited career advancement opportunities, inadequate 732 compensation, ineffective leadership, and lack of professional development (Dajud & Tizon, 2024). Among these factors, training and development have been consistently identified as a critical organizational strategy for enhancing employee competence, motivation, and commitment (Flores & Castro, 2024; Vijayalakshmi, 2024). Employees tend to perceive training opportunities as indicators of organizational support and investment in their growth, which strengthens loyalty and reduces turnover intention.

The importance of training is further magnified in the Philippine manufacturing sector due to systemic weaknesses in the national talent pipeline. The Technical and Vocational Education and Training (TVET) system continues to experience high attrition rates, resulting in a shortage of certified and job-ready workers (Abao et al., 2025). As a result, manufacturing firms increasingly depend on internal training programs to develop firm-specific skills and maintain a stable workforce.

Despite the growing emphasis on training, empirical research examining its direct and indirect effects on employee retention within the Philippine manufacturing sector remains limited. Existing studies often focus on training outcomes such as job performance or satisfaction, while fewer studies examine how training influences employee retention through psychological mechanisms such as job satisfaction. Moreover, the roles of job performance and effective communication in retention decisions remain inconclusive in existing literature (Elsafy & Oraby, 2023).

In response to these gaps, the present study seeks to examine the effect of training on employee retention in a manufacturing company located in Santa Rosa, Laguna. By integrating training and development, job satisfaction, job performance, and effective communication within a single framework, this study aims to provide empirical evidence that supports evidence-based human resource strategies in the Philippine manufacturing sector.

Literature Review

Employee retention is the ability of an organization to keep its employees and reduce voluntary turnover. High employee turnover is a critical concern for organizations, as it leads to increased recruitment and training costs, reduced productivity, and a loss of institutional knowledge (Minzlaff et al., 2024). In labor-intensive industries such as manufacturing, retaining skilled and experienced employees is particularly important due to the specialized skills required and the high cost of replacement.

Recent studies emphasize that employee retention is influenced by a combination of organizational practices and employee attitudes. Strategic human resource management practices, including training, compensation, career development, and communication, have been identified as significant drivers of retention (Bell & Rahman, 2023; Wang et al., 2024; Zamri & Halim, 2024). In the Philippine context, employee retention remains a challenge due to increasing turnover intentions and workforce mobility, especially in the manufacturing sector (Dajud & Tizon, 2024). Research further suggests that retention outcomes are strengthened when organizations implement integrated talent management and development strategies that align employee goals with organizational objectives (Menezes et al., 2025).

Training and development involve initiatives within organizations aimed at enhancing employees' skills, knowledge, and competencies to improve job performance and support long-term career advancement. Training is widely recognized as a strategic organizational practice that contributes to both employee capability and organizational sustainability (Flores & Castro, 2024; Vijayalakshmi, 2024).

Empirical evidence consistently supports the positive role of training and development in employee retention. Studies

indicate that employees who perceive training opportunities as valuable and relevant are more likely to develop loyalty and 733 remain with their organizations (Mampuru et al., 2024; Zweni, 2023). Training satisfaction has also been found to enhance work engagement and job satisfaction, which subsequently reduce turnover intentions (Nabi, 2025). In manufacturing contexts, continuous training is essential due to technological advancements and operational complexity. Hendriati et al. (2024) and Shiri et al. (2023) emphasized that structured and continuous training programs improve employee competence, confidence, and employment continuity, thereby strengthening retention.

In the Philippine setting, workforce instability is further compounded by gaps in technical and vocational education and training, increasing organizations' reliance on internal training programs to develop job-ready employees (Abao et al., 2025).

Job satisfaction refers to employees' overall evaluation of their job experiences, including work conditions, supervision, recognition, compensation, and opportunities for growth. It is a well-established attitudinal variable that significantly influences employee behavior and retention decisions (Abu-Tineh et al., 2023; Sari et al., 2024).

Studies consistently demonstrate that higher levels of job satisfaction are associated with stronger organizational commitment and lower turnover intentions (Gazi et al., 2024; Mohyi & Sukmawati, 2023). Job satisfaction has also been shown to mediate the relationship between training and employee retention, suggesting that training contributes to retention largely by improving employees' work experiences and sense of value within the organization (Mampuru et al., 2024). Additionally, employee development initiatives that enhance career growth opportunities positively influence job satisfaction and reduce employees' intention to leave (Ghosheh et al., 2024; Talafian et al., 2023).

In manufacturing environments characterized by performance pressures and repetitive tasks, maintaining job satisfaction is essential to sustaining employee motivation and long-term commitment.

Job performance refers to the extent to which employees effectively fulfill their job responsibilities and meet organizational expectations. Training and development are frequently identified as key antecedents of job performance because they enhance employees' skills and confidence in performing their tasks. Empirical studies further indicate that job performance plays a meaningful role in employee retention decisions. Nguyen et al. (2020) found that job performance has a significant positive relationship with employee retention, suggesting that employees who consistently perform well are more likely to remain with their organizations.

However, the relationship between job performance and employee retention remains complex. While improved job performance contributes to positive job behavior, high performance alone does not necessarily guarantee employee retention (Gazi et al., 2024). Employees with strong performance may still leave an organization if other factors such as job satisfaction, recognition, and organizational support are lacking. Similarly, Hassan et al. (2022) emphasized that performance-related human resource practices, such as performance appraisal and reward systems, strengthen employees' motivation and perceived value, thereby reducing turnover. This indicates that when analyzing employee retention, it is important to examine job performance in conjunction with other organizational and attitudinal factors. Therefore, this study identifies effective communication as a moderating variable that may enhance the relationship between job performance and employee retention.

Effective communication involves the clear, timely, and accurate exchange of information between management and employees. It promotes coordination, minimizes misunderstandings, and builds trust within the organization. In manufacturing environments, effective communication is especially crucial due to the technical nature of tasks and the need for coordination among departments.

Research indicates that effective communication significantly influences employee retention by fostering transparency, clarity of expectations, and employee engagement. Hendriati et al. (2024) found that internal communication had a significant positive effect on employee retention in a manufacturing firm, indicating that employees who perceive communication as open and supportive are more likely to remain with the organization. Effective communication also enhances employees' understanding of organizational goals, performance expectations, and feedback processes, contributing to positive work attitudes and stronger retention intentions.

Furthermore, communication plays a critical role in linking training and performance outcomes to retention decisions. Clear feedback and accessible communication channels strengthen employees' perceptions of organizational support and value (Elsafty & Oraby, 2023; Li et al., 2024).

The literature review shows that employee retention is affected by training and development, job satisfaction, job performance, and effective communication. Training improves employee skills and engagement, resulting in greater job satisfaction and enhanced performance (Mampuru et al., 2024; Nabi, 2025). Job satisfaction remains a strong predictor of retention, while job performance contributes to retention when supported by appropriate organizational practices and communication mechanisms (Nguyen et al., 2020; Hassan et al., 2022).

Despite extensive international research, studies examining these variables simultaneously within the Philippine manufacturing context remain limited. Moreover, the moderating role of effective communication in the relationship between job performance and employee retention has not been sufficiently explored. This gap justifies the present study and supports the use of an integrated framework to examine employee retention in a manufacturing firm located in Santa Rosa, Laguna.

Significance of the Study

This study is significant as it provides empirical evidence on the effects of training and development on employee retention within the Philippine manufacturing sector, particularly in a manufacturing firm located in Santa Rosa, Laguna. By examining the roles of job satisfaction, job performance, and effective communication as a moderating variable, the study offers valuable insights that may assist manufacturing firms and human resource practitioners in designing effective strategies to enhance employee retention.

The findings of this study contribute to existing literature by addressing gaps in empirical research on employee retention within the Philippine manufacturing context, where limited studies have examined these variables simultaneously. Furthermore, the study provides practical implications for organizations by highlighting the importance of employee satisfaction, continuous development, and organizational support mechanisms in improving retention outcomes.

In addition, this study supports the United Nations Sustainable Development Goal 8 (Decent Work and Economic Growth) by emphasizing the importance of continuous employee development, effective workplace communication, and workforce stability as key drivers of organizational productivity and sustainable economic growth.

Research Frameworks

Conceptual Framework

The conceptual framework of the study is adapted from Elsafty and Oraby (2023), which examined the relationships among training, job performance, effective communication, and employee retention. In the original study, effective communication was treated as a moderating variable, influencing the strength of the relationship between job performance and employee retention.

Consistent with this approach, the present study also adopts effective communication as a moderating variable.

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In this study, training and development, job satisfaction, and job performance are treated as independent variables, while employee retention serves as the dependent variable. Effective communication is introduced as a moderating variable that may influence the strength or direction of the relationship between job performance and employee retention.

Training and development are conceptualized as organizational investments that enhance employees' skills, competencies, and perceived organizational support. Job satisfaction reflects employees' affective evaluation of their work experiences, while job performance represents the extent to which employees effectively fulfill their job responsibilities.

Effective communication refers to the clarity, timeliness, and accuracy of information exchange within the organization. It is proposed to either strengthen or weaken the relationship between job performance and employee retention, suggesting that the impact of employee performance on retention may vary depending on the level of communication effectiveness within the organization.

Guided by Human Capital Theory and Herzberg's Two-Factor Theory, the framework provides a structured basis for examining both the direct effects of organizational and attitudinal variables on employee retention and the moderating role of effective communication. These theoretical foundations support the formulation of the study's objectives, hypotheses, and analytical procedures.

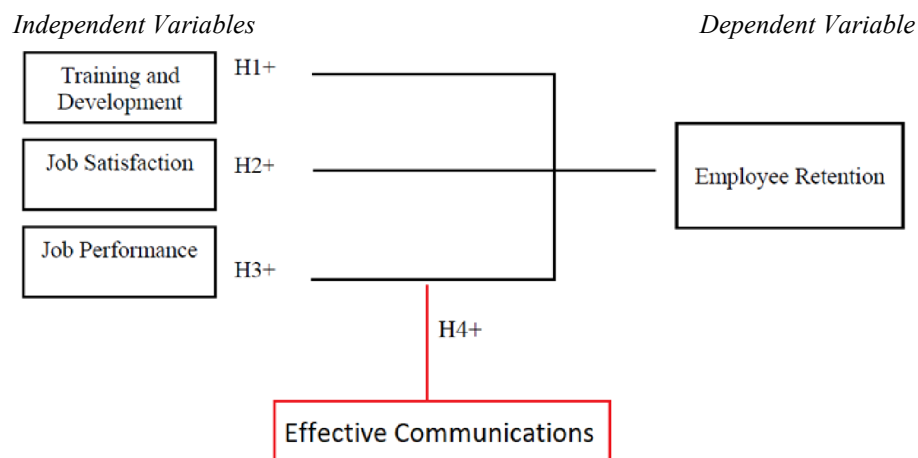


Figure 1. Conceptual Framework

Source: The Impact of Training on Employee Retention: An Empirical Research on the Private Sector in Egypt (Elsafy & Oraby, 2023)

Operational Framework

This study adopts an operational framework that illustrates the structured relationships among the variables examined in determining employee retention in a manufacturing company in the Philippines. The framework identifies training and development, job satisfaction, and job performance as independent variables, employee retention as the dependent variable, and effective communication as a moderating variable.

Training and development are positioned as key organizational practices that enhance employees' skills, competencies, and perceived organizational support. Job satisfaction reflects employees' affective response to their work experience, while job performance represents the extent to which employees effectively fulfill their job responsibilities.

Effective communication functions as a moderating variable that influences the strength of the relationship between job performance and employee retention. This implies that the effect of job performance on employee retention may vary depending on the level of effective communication present within the organization.

This operational framework serves as the basis for the formulation of the study objectives and hypotheses and guides the selection of appropriate research methods and statistical analyses.

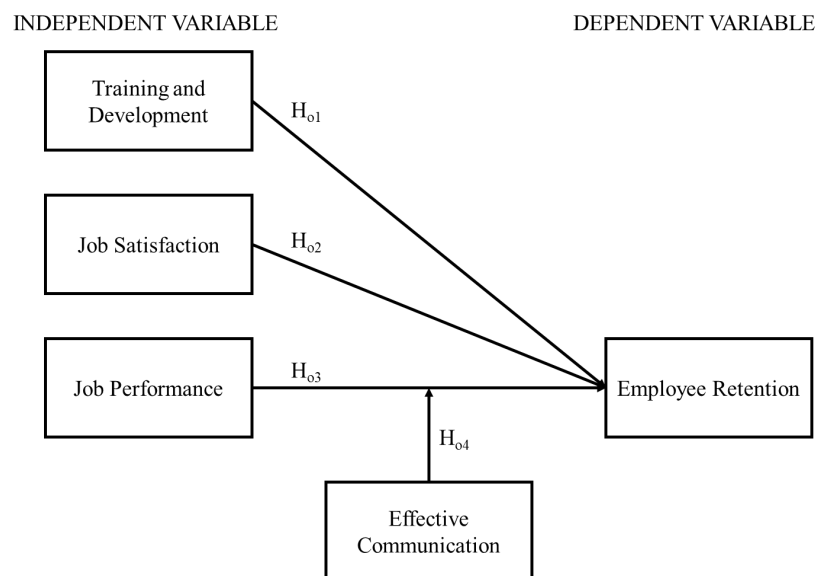


Figure 2. Operational Framework

B. Objectives of the Study

The general objective of this study is to examine the effects of training and development, job satisfaction, and job performance on employee retention in a manufacturing firm in Santa Rosa, Laguna, and to determine the moderating role of effective communication.

Specifically, this study aims to:

1. Determine the level of training and development, job satisfaction, job performance, effective communication, and employee retention as perceived by the respondents.
2. Determine whether training and development, job satisfaction, and job performance significantly affect employee retention.
3. Determine whether effective communication significantly moderates the relationship between job performance and employee retention.
4. Develop an evidence-based implementation plan that translates the study's findings into practical strategies for improving employee retention through training and development, job satisfaction, job performance, and effective communication.

C. Hypotheses

Based on the research objectives and the adapted theoretical framework, the following null hypotheses were formulated for this study:

H₀¹: Training and development do not significantly affect employee retention.

H₀²: Job satisfaction does not significantly affect employee retention.

H₀³: Job performance does not significantly affect employee retention.

H₀⁴: Effective communication does not significantly moderate the relationship between job performance and employee retention.

II. METHODS

This section details the methodology employed to arrive at the study's findings, covering the research design, locale, respondents, sampling, research instruments, and data analysis procedures.

A. Research Design

The study employed a descriptive quantitative research design. This design was appropriate as the study aims to examine the effects of training and development, job satisfaction, job performance, and effective communication on employee retention without manipulating any variables. A quantitative approach allowed the collection of numerical data that can be statistically analyzed to determine significant effects among the variables.

A cross-sectional survey method was used to collect data from respondents at a single point in time, capturing their perceptions of training practices and employee retention.

B. Locale of the Study

The study was conducted in a manufacturing company located in Santa Rosa, Laguna, Philippines. Santa Rosa is one of the major industrial hubs in the CALABARZON region and hosts numerous manufacturing firms engaged in electronics, automotive, food processing, and related industries. The locale provided an appropriate setting for examining training practices and employee retention within the Philippine manufacturing sector.

C. Respondents of the Study

The respondents consisted of permanent rank-and-file employees of the selected manufacturing company. Only employees who have been with the company for at least one (1) year were included to ensure that respondents have sufficient exposure to the organization's training and development programs.

This criterion ensured that respondents could provide informed and reliable assessments of training practices, job satisfaction, communication effectiveness, and retention intentions within the organization.

D. Sampling Design

The study employed a purposive sampling technique to ensure that only employees who meet the established inclusion criteria participated in the research. The target population consisted of 969 permanent rank-and-file employees of a manufacturing company located in Santa Rosa, Laguna. Only employees who

had been with the company for at least one (1) year were included to ensure that respondents had adequate exposure to the organization's training and development programs.

The required sample size was determined using G*Power statistical analysis to ensure sufficient statistical power for hypothesis testing. Using a medium effect size ($f^2 = 0.15$), a significance level ($\alpha = 0.05$), a statistical power of ($1 - \beta = 0.95$), and four (4) predictors, the analysis indicated that a minimum sample size of 129 respondents was required. Although the total population consisted of 969 employees, the computed sample size was deemed statistically sufficient for regression and moderation analyses.

E. Research Tools and Instruments

The study utilized a structured survey questionnaire as the primary data collection instrument. The questionnaire was adapted from previously validated instruments used in studies on training and development, job satisfaction, job performance, effective communication, and employee retention. Minor modifications were made to the adapted questionnaire to improve clarity and ensure consistency in item phrasing. Specifically, negatively worded items were revised into positively stated items to reduce potential respondent confusion and response bias. For instance, the original item under job performance, "I never ignore aspects of the work that I am required to perform," was revised to "I attend to the work that I am required to perform." These modifications were limited to wording adjustments and did not alter the underlying constructs being measured.

The survey questionnaire was administered in a paper-based format. Printed questionnaires were personally distributed to eligible respondents within the manufacturing company during designated time periods coordinated with management. Respondents were given sufficient time to accomplish the questionnaire, and completed forms were collected immediately after completion to ensure a high response rate and data completeness.

The questionnaire was composed of five main sections corresponding to the study variables. Table 1 presented the questionnaire specification, including the variables measured, the number of items per variable, and the response categories used. The first section measured training and development, focusing on employees' perceptions of training availability, relevance, and effectiveness. The second section assessed job satisfaction, capturing employees' overall satisfaction with their work, work environment, and sense of value within the organization.

The third section measured job performance using self-reported items related to task completion, work efficiency, and responsibility fulfillment. The fourth section assessed effective communication, focusing on the clarity, timeliness, and accessibility of communication between employees and management. The final

section measured employee retention, capturing respondents' intention to remain with the organization and their commitment to organizational goals.

All items were measured using a five-point Likert scale, with response categories ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), as detailed in Table 1.

Table 1. Questionnaire Specification

Variable	No. of Questions	Response Category
Training and Development	4	(1) Strongly Disagree to (5) Strongly Agree
Job Satisfaction	4	(1) Strongly Disagree to (5) Strongly Agree
Job Performance	4	(1) Strongly Disagree to (5) Strongly Agree
Effective Communication	4	(1) Strongly Disagree to (5) Strongly Agree
Employee Retention	4	(1) Strongly Disagree to (5) Strongly Agree

Prior to the actual data collection, a pilot test was conducted to assess the reliability and internal consistency of the research instrument. Reliability refers to the degree to which an instrument consistently measures a construct under similar conditions. The pilot test involved thirty (30) respondents who possess similar characteristics to the target population but were not included in the final sample of the study.

The internal consistency of the instrument was evaluated using Cronbach's alpha coefficient, which is widely used in recent empirical research to assess the reliability of survey instruments. Contemporary studies continue to support Cronbach's alpha as an appropriate measure of internal consistency, particularly in social science research (Rogowska, 2023; Burkeland-Lie et al., 2025).

The computed Cronbach's alpha values for each variable are presented in Table 2.

Table 2. Cronbach's Alpha Reliability Test Results

Variable	Cronbach's Alpha	Cronbach's Alpha
Training and Development	0.831	Good
Job Performance	0.900	Excellent

Variable	Cronbach's Alpha	Cronbach's Alpha
Job Satisfaction	0.890	Good
Effective Communication	0.822	Good
Employee Retention	0.907	Excellent

The results indicate that all variables achieved good to excellent levels of reliability. Specifically, job performance ($\alpha = 0.900$) and employee retention ($\alpha = 0.907$) demonstrated excellent internal consistency, while training and development ($\alpha = 0.831$), job satisfaction ($\alpha = 0.890$), and effective communication ($\alpha = 0.822$) showed good reliability.

Recent literature classifies Cronbach's alpha values above 0.90 as excellent, 0.80–0.89 as good, and values above 0.70 as acceptable, indicating that the instrument used in this study meets the required reliability standards for research (Rogowska, 2023).

The overall Cronbach's alpha of the instrument was 0.886, indicating a high level of internal consistency among the survey items. These results confirm that the instrument is reliable and suitable for measuring training and development, job satisfaction, job performance, effective communication, and employee retention.

Therefore, no major revisions were necessary, and the finalized questionnaire was used in the actual data collection.

F. Data Analysis and Interpretation

The data collected from the completed questionnaires were encoded, tabulated, and analyzed using appropriate statistical software. Both descriptive and inferential statistical techniques were employed to interpret the results of the study.

Descriptive statistics were used to summarize the demographic profile of the respondents and to describe the levels of the study variables. Mean and standard deviation were computed to determine the respondents' perceptions of training and development, job satisfaction, job performance, effective communication, and employee retention.

The computed mean values were interpreted using a verbal interpretation scale, as shown in Table 3, to describe the extent or level of each variable based on the respondents' responses.

Inferential statistical analysis was conducted to test the study hypotheses. Multiple regression analysis was used to examine the direct effects of training and development, job satisfaction, and job performance on employee retention.

To test the moderating effect of effective communication on the relationship between job performance and employee retention, hierarchical regression analysis was employed. Prior to analysis, predictor and moderator variables were mean-centered to reduce multicollinearity. An interaction term between job performance and effective communication was then created and entered into the regression model. A significant interaction effect indicated the presence of moderation.

A p-value of less than 0.05 was used as the criterion for determining statistical significance.

Table 3. Verbal Interpretation of Responses

Mean Range	Training and Development	Job Performance	Job Satisfaction	Effective Communication	Employee Retention
4.21 – 5.00	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
3.41 – 4.20	Agree	Agree	Agree	Agree	Agree
2.61 – 3.40	Neutral	Neutral	Neutral	Neutral	Neutral
1.81 – 2.60	Disagree	Disagree	Disagree	Disagree	Disagree
1.00 – 1.80	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly Disagree

In this study, higher mean scores (e.g., “Agree” to “Strongly Agree”) indicate that respondents perceive the presence, consistency, and effectiveness of the organizational practices being measured. Specifically, a high rating in training and development suggests that employees recognize adequate opportunities for learning, skill enhancement, and career growth. A high job satisfaction rating reflects positive employee experiences, including favorable working conditions, recognition, and overall contentment in their roles. Similarly, high ratings in job performance indicate that employees perceive themselves as capable of effectively fulfilling their responsibilities, while high ratings in effective communication suggest clarity, openness, and accessibility of information within the organization. Conversely, lower ratings indicate gaps in organizational practices that may require managerial attention and improvement.

G. Ethical Considerations

The study adhered to the ethical standards of De La Salle Lipa. Participation was voluntary, and respondents were informed of their right to withdraw at any time without penalty. Confidentiality and anonymity were strictly maintained, and all collected data were used solely for academic purposes. Ethical clearance was obtained from the appropriate institutional authority prior to the conduct of the study.

III. RESULTS AND DISCUSSION

This chapter presents the results of the data gathered from the respondents and the corresponding analysis and interpretation. The findings are discussed in relation to the objectives of the study, which include determining the level of training and development, job satisfaction, job performance, effective communication, and employee retention; examining their effects on employee retention; and determining the moderating role of effective communication.

A. Descriptive Statistics

Mean Interpretation of the Variables Examined in the Study

Table 4 presents the mean scores and standard deviations of training and development, job satisfaction, job performance, effective communication, and employee retention as perceived by the respondents.

Table 4. Mean Interpretation of the Variables Examined in the Study

Variables	Mean	Standard Deviation	Interpretation
Training and Development	3.9898	0.56478	High
Job Performance	4.1919	0.55761	High
Job Satisfaction	3.6875	0.60100	High
Effective Communication	3.7674	0.63556	High
Employee Retention	3.6424	0.69041	High

As shown in Table 4, all variables were rated within the “High” range, indicating that respondents generally perceive that training and development, job satisfaction, job performance, effective communication, and employee retention are positively practiced within the organization. These consistently high ratings suggest that the organization has established relatively strong human resource practices, particularly in providing training opportunities, maintaining communication channels, and supporting employee performance. In a manufacturing setting, where tasks are structured and performance standards are clearly

defined, such positive perceptions may be attributed to standardized processes, regular supervision, and continuous skill development initiatives.

However, the relatively lower mean scores for job satisfaction and employee retention indicate that while systems are in place, they may not fully address employees' deeper motivational and emotional needs. This implies that retention is not solely dependent on organizational provisions but also on how employees perceive value and fulfillment in their roles. Therefore, organizations must focus on enhancing employee experience to sustain long-term retention.

Among the variables, job performance obtained the highest mean score ($M = 4.1919$, $SD = 0.55761$), suggesting that employees perceive themselves as capable of performing their assigned tasks efficiently and meeting organizational expectations. This reflects a strong sense of productivity and competence among employees in the organization.

Training and development ($M = 3.9898$, $SD = 0.56478$) also received a high rating, indicating that employees recognize the organization's efforts in enhancing their knowledge, skills, and competencies. This suggests that the organization provides sufficient opportunities for employee learning and growth. This finding is consistent with Flores and Castro (2024) and Vijayalakshmi (2024), which emphasize that training enhances employee capability and contributes to organizational sustainability.

Effective communication ($M = 3.7674$, $SD = 0.63556$) was also perceived positively, indicating that information within the organization is generally communicated clearly and effectively. This aligns with Hendriati et al. (2024), which found that effective communication improves coordination and strengthens employee engagement.

On the other hand, job satisfaction ($M = 3.6875$, $SD = 0.60100$) and employee retention ($M = 3.6424$, $SD = 0.69041$), although still rated high, obtained relatively lower mean scores compared to other variables. This suggests that while employees have a generally positive perception of their work environment, there are still areas that may require improvement in order to further enhance satisfaction and strengthen retention. This supports the findings of Bell and Rahman (2023) and Wang et al. (2024), which highlight that retention outcomes depend on the continuous improvement of employee-centered organizational practices.

Overall, the results indicate that the organization demonstrates strong human resource practices. However, enhancing satisfaction and retention strategies remains essential, particularly in sustaining long-term employee commitment.

To determine the effects of the independent variables on employee retention, multiple regression analysis was conducted. The results are presented in Tables 5 and 6.

To address Objective 2, multiple regression analysis was conducted to examine the effects of training and development, job satisfaction, job performance, and effective communication on employee retention.

Table 5. Model Summary

R	R ²	Adjusted R ²	F	Sig.
0.758	0.575	0.565	56.490	0.000

As presented in Table 5, the regression model is statistically significant ($F = 56.490$, $p < 0.05$), indicating that training and development, job satisfaction, job performance, and effective communication collectively influence employee retention.

The coefficient of determination ($R^2 = 0.575$) shows that 57.5% of the variation in employee retention is explained by the independent variables, while the remaining 42.5% may be attributed to other factors not included in the study. This suggests that while the selected variables are strong predictors, employee retention is a multidimensional construct influenced by additional organizational and individual factors.

Table 6. Regression Analysis of Factors Affecting Employee Retention

Variables	B	Std. Error	Beta	t	Sig.	Interpretation
Constant	1.338	.247				
Training and Development	.239	.325	.330	5.090	.000	Significant
Job Performance	.404	.079	-.174	-3.110	.002	Significant
Job Satisfaction	-.215	.069	.511	8.090	.000	Significant
Effective Communication	.587	.073	.130	2.315	.022	Significant

The rejection of H01 and H02 confirms that both training and job satisfaction significantly contribute to employee retention, highlighting the importance of employee development and workplace experience. The rejection of H03 indicates that job performance significantly influences retention; however, the relationship is negative. Meanwhile, the acceptance of H04 suggests that effective communication does not moderate this relationship. In practical terms, the negative relationship implies that high-performing employees may be more likely to leave the organization because they possess stronger skills, higher confidence, and greater

access to external job opportunities. Without sufficient rewards, recognition, or career advancement, these employees may seek better opportunities elsewhere. This suggests that organizations should not assume that high performance guarantees retention, but instead implement targeted strategies such as promotion pathways, competitive compensation, and performance-based incentives to retain top talent.

Among the predictors, job satisfaction emerged as the strongest factor influencing employee retention ($\beta = 0.511$, $p < 0.05$). This confirms that job satisfaction significantly enhances employee retention. This finding is consistent with Gazi et al. (2024) and Sari et al. (2024), which found that job satisfaction significantly strengthens organizational commitment and reduces turnover intention. This implies that organizations should prioritize employee experience, recognition, and work environment, as emotional and psychological factors play a more critical role in retention than purely performance-based measures.

Training and development also showed a significant positive effect ($\beta = 0.330$, $p < 0.05$), indicating that employees value opportunities for learning and career growth. This finding supports Mampuru et al. (2024) and Nabi (2025), which emphasize that training enhances engagement and satisfaction, leading to improved retention. This suggests that organizations should invest in structured and continuous training programs to strengthen employee loyalty and long-term commitment.

Effective communication likewise demonstrated a significant positive effect ($\beta = 0.130$, $p < 0.05$), suggesting that clear and open communication contributes to employee engagement and retention. This aligns with Hendriati et al. (2024), which found that internal communication strengthens trust and organizational attachment. This implies that organizations should maintain transparent communication channels and feedback mechanisms to enhance employee relationships and retention outcomes.

Interestingly, job performance exhibited a significant negative effect on employee retention ($\beta = -0.174$, $p < 0.05$). This indicates that employees who perform better may be more likely to leave the organization. This finding supports Gazi et al. (2024), which emphasized that performance alone does not guarantee retention, and aligns with Hassan et al. (2022), which highlight the importance of rewards and organizational support in retaining high-performing employees. This implies that organizations must implement targeted retention strategies for high performers, such as career advancement opportunities, competitive compensation, and recognition programs, to prevent the loss of valuable talent.

Overall, the findings suggest that employee retention is more strongly influenced by job satisfaction, development opportunities, and organizational support rather than performance alone. This highlights the need for a holistic human resource strategy that balances both employee well-being and performance management.

Moderating Effect of Effective Communication

To determine whether effective communication moderates the relationship between job performance and employee retention, hierarchical regression analysis was conducted. The results are presented in Tables 7 and 8.

Table 7. Hierarchical Regression Analysis

Model	R ²	ΔR ²	F	Sig.	Interpretation
Model 1 (Job Performance)	0.023	—	4.056	0.046	Significant
Model 2 (+ Communication)	0.133	0.133	13.013	0.000	Significant
Model 3 (+ Interaction)	0.134	0.119	8.675	0.718	Not Significant

Table 7 shows the hierarchical regression analysis results. Model 1 indicates that job performance alone has a significant effect on employee retention ($R^2 = 0.023$, $p < 0.05$). When effective communication was added in Model 2, the explained variance increased ($R^2 = 0.133$, $p < 0.05$), indicating that communication contributes significantly to employee retention as a direct predictor. However, in Model 3, where the interaction term between job performance and effective communication was included, the model did not show a significant change (ΔR^2 not significant, $p = 0.718$), suggesting that the interaction effect is not statistically significant.

Table 8. Moderation Coefficients

Variables	Beta	t	Sig.	Interpretation
Job Performance	0.048	0.608	0.544	Not Significant
Effective Communication	0.348	4.566	0.000	Significant
Interaction (JP × EC)	0.027	0.362	0.718	Not Significant

Table 8 presents the moderation coefficients. The results indicate that effective communication has a significant direct effect on employee retention ($\beta = 0.348$, $p < 0.05$), while job performance is not significant in the presence of the interaction term ($p > 0.05$). Most importantly, the interaction term (job performance × effective communication) is not statistically significant ($\beta = 0.027$, $p = 0.718$), confirming that effective communication does not moderate the relationship between job performance and employee retention.

In business terms, the results indicate that while effective communication helps improve employee retention, it does not change how job performance affects an employee's decision to stay. This means that even if communication is strong, high-performing employees may still leave if their expectations are not met. Therefore, communication alone is not enough to retain top performers, and organizations must combine it with rewards, career growth opportunities, and recognition programs.

This suggests that effective communication operates as an independent organizational factor rather than a conditional variable. It may also indicate that communication practices within the organization are relatively standardized and do not vary significantly across different levels of employee performance. As a result, communication does not strengthen or weaken the relationship between job performance and retention. Instead, it contributes directly to employee retention by enhancing clarity, trust, and engagement. This finding is consistent with Elsafty and Oraby (2023), who emphasized that communication improves employee outcomes independently but does not necessarily alter the effects of performance-related variables on retention.

The findings of this study provide a comprehensive understanding of employee retention by highlighting both convergences and divergences with existing literature. Notably, job satisfaction emerged as the strongest predictor of employee retention, reinforcing the argument that employees' affective and psychological experiences play a more critical role in retention decisions than purely functional factors. This result is consistent with previous studies which found that higher levels of job satisfaction significantly enhance organizational commitment and reduce turnover intention (Gazi et al., 2024; Sari et al., 2024). Furthermore, this finding aligns with the framework of Elsafty and Oraby (2023), which emphasizes the importance of employee attitudes in shaping retention outcomes.

Similarly, the significant positive effect of training and development on employee retention supports the widely accepted view that organizational investment in employee growth enhances loyalty and engagement. This finding is consistent with Mampuru et al. (2024) and Nabi (2025), who assert that training improves employee competence and job satisfaction, thereby reducing turnover intention. In line with Elsafty and Oraby (2023), training is not only a mechanism for skill enhancement but also a signal of organizational support, which strengthens employees' intention to remain with the organization.

However, a notable divergence from some earlier studies is observed in the relationship between job performance and employee retention. While prior research suggests a positive relationship between performance and retention (Nguyen et al., 2020), the present study found a significant negative effect, indicating that high-performing employees may be more likely to leave the organization. This finding is consistent with Gazi et al. (2024) and Hassan et al. (2022), which argue that high performers tend to seek

better opportunities when their expectations regarding rewards, recognition, and career advancement are not adequately met. This contradiction highlights that performance alone does not guarantee retention and may even increase turnover risk in the absence of supportive human resource practices.

Moreover, effective communication was found to have a significant direct effect on employee retention, supporting the findings of Hendriati et al. (2024), which emphasize that clear and transparent communication enhances employee engagement and organizational trust. This is also consistent with Elsafty and Oraby (2023), where communication is identified as a key factor influencing employee outcomes. However, contrary to expectations, effective communication did not significantly moderate the relationship between job performance and employee retention. This finding aligns with Elsafty and Oraby (2023), which suggest that communication operates as an independent predictor rather than a moderating variable that alters the impact of performance on retention.

Overall, the findings suggest that employee retention is a multidimensional construct primarily driven by job satisfaction and organizational support mechanisms rather than performance alone. While training and effective communication significantly contribute to retention, their effects are more direct than interactive. The absence of a moderating effect further implies that retaining high-performing employees requires targeted strategies beyond communication, such as competitive compensation, career development opportunities, and recognition systems. Therefore, organizations must adopt a holistic human resource approach that integrates employee well-being and strategic talent management practices to achieve sustainable retention outcomes.

B. Conclusion

The results of the study led to the rejection of H01, H02, and H03, while H04 was accepted. Each hypothesis is interpreted as follows:

First, H01 was rejected, indicating that training and development have a significant effect on employee retention. This suggests that providing learning opportunities and career growth enhances employees' skills, perceived organizational support, and commitment, thereby increasing their likelihood of staying with the organization.

Second, H02 was rejected, indicating that job satisfaction significantly affects employee retention. This highlights the importance of employees' emotional and psychological engagement, as those who are satisfied with their work environment, recognition, and overall job experience are more likely to remain in the organization.

Third, H03 was rejected, indicating that job performance significantly affects employee retention; however, the relationship is negative. This implies that high-performing employees may be more likely to

leave the organization, possibly due to better external opportunities or unmet expectations regarding rewards, recognition, and career advancement.

Finally, H04 was accepted, indicating that effective communication does not significantly moderate the relationship between job performance and employee retention. This suggests that while communication contributes directly to employee retention, it does not influence how job performance affects employees' decision to stay.

This study examined the effects of training and development, job satisfaction, job performance, and effective communication on employee retention in a manufacturing firm in Laguna. The findings confirm that employee retention is influenced by a combination of organizational practices and employee perceptions, particularly those related to satisfaction, development, and communication.

The results revealed that all variables were perceived at a high level, indicating that the organization maintains generally favorable human resource practices. However, despite these positive perceptions, employee retention remains more strongly influenced by attitudinal factors than by performance alone.

Among the predictors, job satisfaction emerged as the strongest determinant of employee retention, highlighting the importance of employees' emotional and psychological experiences in the workplace. This supports existing literature which emphasizes that satisfied employees are more likely to develop stronger organizational commitment and remain with the organization (Gazi et al., 2024; Sari et al., 2024).

Training and development were also found to significantly influence employee retention, indicating that employees value opportunities for growth, skill enhancement, and career advancement. This aligns with studies suggesting that organizations that invest in employee development foster greater engagement and long-term commitment (Mampuru et al., 2024; Nabi, 2025).

Similarly, effective communication demonstrated a significant positive effect on employee retention, emphasizing the role of transparency, clarity, and feedback in strengthening employee relationships and engagement (Hendriati et al., 2024). However, while communication contributes directly to retention, it does not alter the relationship between job performance and employee retention.

In contrast, job performance exhibited a significant negative effect on employee retention, suggesting that high-performing employees may be more likely to leave the organization. This finding indicates that performance alone is not sufficient to ensure retention and that high-performing employees may seek better opportunities if their expectations are not met. This is consistent with studies highlighting the importance of rewards, recognition, and career growth in retaining top talent (Hassan et al., 2022; Gazi et al., 2024).

Furthermore, the study found that effective communication does not significantly moderate the relationship between job performance and employee retention. This suggests that while communication enhances overall employee experience, it does not influence how job performance affects employees' decision to stay.

Overall, the findings indicate that employee retention is primarily driven by job satisfaction, development opportunities, and organizational support rather than performance alone. This underscores the importance of adopting a holistic human resource approach that integrates both employee well-being and performance management to achieve sustainable retention outcomes.

Since job satisfaction emerged as the strongest predictor of employee retention, organizations should prioritize strategies that enhance employee satisfaction, including recognition, supportive work environments, and opportunities for growth and development. Focusing on these areas will help strengthen employee commitment and improve long-term retention outcomes.

C. Recommendations

Since job satisfaction emerged as the strongest predictor of employee retention ($\beta = 0.511$), organizations should prioritize enhancing employee satisfaction by creating a supportive and engaging work environment. This includes improving recognition systems, work-life balance, and career growth opportunities. This recommendation is supported by Gazi et al. (2024) and Sari et al. (2024), which emphasize that satisfied employees are more likely to remain committed to their organization.

Organizations are also encouraged to strengthen training and development programs by providing continuous learning opportunities aligned with employees' career goals. This is supported by Mampuru et al. (2024) and Nabi (2025), which highlight that training enhances employee engagement, competence, and long-term commitment. Structured training programs and career development pathways can therefore serve as effective retention strategies.

Given that job performance was found to have a negative effect on employee retention, organizations should implement targeted retention strategies specifically for high-performing employees. This includes offering competitive compensation, performance-based incentives, and career advancement opportunities. This recommendation is supported by Hassan et al. (2022) and Chu et al. (2024), which indicate that high-performing employees are more likely to leave when their contributions are not adequately rewarded or recognized.

Management should also enhance effective communication practices by fostering transparency, regular feedback, and open communication channels. This recommendation is supported by Hendriati et al. (2024) and Li et al. (2024), which emphasize that effective communication strengthens employee trust and

organizational attachment. However, since communication was not found to moderate the relationship between job performance and retention, organizations should integrate communication strategies with other human resource practices rather than relying on them alone.

Finally, organizations should adopt a holistic human resource strategy that integrates job satisfaction, training, communication, and performance management. This is supported by Menezes et al. (2025), which highlight that integrated talent management practices are more effective in improving employee retention. By addressing both employee well-being and performance-related factors, organizations can achieve more sustainable retention outcomes.

D. Limitations of the Study

Despite the significant findings of this study, several limitations should be acknowledged to provide context for interpreting the results and to guide future research.

First, the study relied on self-reported data, which may be subject to response bias. Respondents might have provided answers based on personal perceptions, social desirability, or subjective judgment rather than objective experiences. Consequently, the findings may not fully reflect actual workplace behaviors. Future studies could enhance data reliability by incorporating multiple sources, such as supervisor evaluations, performance records, or qualitative interviews.

Second, the study was conducted within a single manufacturing firm in Laguna, which may limit the generalizability of the findings. Organizational culture, management practices, and work environments may vary across industries and geographical locations. Therefore, the results may not be fully applicable to other sectors or organizations. Future research is encouraged to include multiple firms across different industries and regions to improve the external validity of the findings.

Third, the study utilized a cross-sectional research design, which captures data at a single point in time. This design limits the ability to examine changes in employee perceptions and retention behavior over time, as well as the potential causal relationships among variables. Future studies may adopt a longitudinal approach to better understand how training, satisfaction, performance, and communication influence employee retention over an extended period.

Fourth, the study focused on selected variables—training and development, job satisfaction, job performance, and effective communication—which, although significant, do not fully represent all factors influencing employee retention. Other variables such as compensation, leadership style, organizational culture, and work-life balance may also play a critical role in employees' decision to remain in an

organization. Future research is recommended to incorporate these additional variables to provide a more comprehensive understanding of employee retention.

Lastly, while the study examined the moderating role of effective communication, the results indicated that it was not statistically significant. This suggests that communication may function more as a direct predictor rather than a moderating variable in this context. Future studies may explore alternative moderating variables, such as organizational support, leadership style, or reward systems, which may provide deeper insights into the relationship between job performance and employee retention.

E. Declaration

This study was conducted in accordance with ethical research standards and received approval from the appropriate ethics review authority. All data collected and presented in this research were used solely for academic purposes and handled with strict confidentiality to protect participants' identities and privacy.

During the preparation of this manuscript, the author used artificial intelligence tools, specifically ChatGPT (OpenAI) and Claude AI (Anthropic), as support tools to improve the clarity, grammar, and structure of selected sentences. All outputs were carefully reviewed, revised, and validated by the author to ensure accuracy, originality, and compliance with academic standards. Nevertheless, the majority of the content, analysis, interpretation of results, and conclusions presented in this study were independently developed and written by the author.

The author affirms that this research represents original academic work and that all sources used in the study have been properly acknowledged and cited in accordance with ethical research and publication practices.

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Special thanks are extended to the management and employees of the manufacturing firm in Laguna who generously gave their time and cooperation as respondents of this study. Their participation made this research possible.

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APPENDICES

Appendix A. Survey Questionnaire

The following questionnaire is part of a thesis entitled “Training, Job Satisfaction, and Performance Effects on Employee Retention in a Manufacturing Firm in Laguna: Effective Communication as Moderator.” The items in this questionnaire seek to obtain the respondents’ perceptions regarding the following variables:

- a. Training and Development – Refers to the organization’s programs and initiatives designed to enhance employees’ skills, knowledge, and competencies necessary for effective job performance and career growth.
- b. Job Satisfaction – Refers to employees’ overall evaluation of their work experiences, including satisfaction with their job roles, work environment, and opportunities for growth and development.
- c. Job Performance – Refers to employees’ effectiveness in carrying out assigned tasks, fulfilling job responsibilities, and meeting performance expectations in the workplace.
- d. Effective Communication – Refers to the clarity, timeliness, and accuracy of information exchange between employees and management, including feedback, instructions, and work-related discussions.
- e. Employee Retention – Refers to employees’ intention to remain with the organization and their commitment to continue employment with the company.

Relative to this, kindly be informed of the following:

- 1. You are respectfully requested to be one of the respondents of this study, and your participation is entirely voluntary.
- 2. You may withdraw from or discontinue answering the survey at any time without penalty.
- 3. Participation involves answering a two-page survey questionnaire, which may be completed in approximately 5 to 8 minutes.
- 4. There will be no identification of you as an individual respondent. No audio or video recording, photography, or collection of identifying information will be conducted during the survey.
- 5. The analysis of the results will be based on the average responses of all participants. No attempt will be made to identify or evaluate individual responses or specific departments within the organization. As such, you are not required to disclose your name.
- 6. The researcher assures that all responses will be treated with strict confidentiality and will be used solely for academic purposes.
- 7. To maximize the usefulness of the results, a copy of the completed study will be deposited in the University Learning Resource Center. The results of the study may also be made available upon formal request.

Proceeding to answer the following questionnaire indicates that you have read and understood the information above and that you voluntarily consent to participate in this research.

Sincerely,
Aaron Joshua Salazar
MBA Student

TRAINING, JOB SATISFACTION, AND PERFORMANCE EFFECTS ON EMPLOYEE RETENTION IN A MANUFACTURING FIRM IN LAGUNA: EFFECTIVE COMMUNICATION AS MODERATOR

Introduction

You are invited to participate in this survey as part of a research study on the impact of training on employee retention in the manufacturing sector. The purpose of this questionnaire is to examine how training and development influence employee satisfaction, performance, communication, and retention.

Your participation is voluntary, and all responses will be kept confidential and used solely for academic purposes.

Part I. Profile of the Respondent

Kindly fill in the following information accurately. Please leave items blank if you are not comfortable answering.

- Length of Service (in years): _____

Part 2: Main Questionnaire

Instructions

Please read each statement carefully and indicate the extent to which you agree by selecting a number from 1 to 5, where:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

No.	Training and Development	Rate				
	Statement	1	2	3	4	5
1.	I personally see opportunities for promotion in the company.					
2.	I have many opportunities for developing personal skills at work.					
3.	I have the opportunity to use my ability at work.					
4.	I receive good training from the company.					
No.	Job Performance	Rate				

	Statement	1	2	3	4	5
1.	I always complete the assigned tasks in my work.					
2.	I meet and fulfill all formal requirements of the job.					
3.	I fulfill all responsibilities required by the job.					
4.	I attend to the work that I am required to perform.					
No.	Job Satisfaction	Rate				
	Statement	1	2	3	4	5
1.	I look forward to working every day.					
2.	I feel satisfied with the current job.					
3.	Almost every day, I feel excited and interested in my work.					
4.	I feel my contribution is valuable.					
No.	Effective Communications	Rate				
	Statement	1	2	3	4	5
1.	I ask my supervisor if I am meeting all my job requirements.					
2.	I ask my supervisor how I am doing.					
3.	I would identify what I did not know and ask for the information.					
4.	I would go directly to my supervisor or coworker and ask for information about the matter.					
No.	Employee Retention	Rate				
	Statement	1	2	3	4	5

1.	I want to stay with the company for a long time.					
2.	I feel really satisfied doing this job.					
3.	I feel that I am developing my full potential at work.					
4.	I feel that the training and development of the company enhance skills and expertise.					

Figure 1. Questionnaire

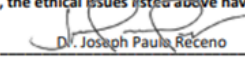
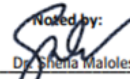
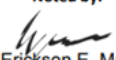
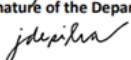
Source: The Impact of Training on Employee Retention: An Empirical Research on the Private Sector in Egypt (Elsafy & Oraby, 2023)

Appendix B. Signed Research Ethics Review Clearance Form



DE LA SALLE LIPA

Office of the Vice Chancellor for Research, Innovation & Internationalization
Research Management and Coordination Office

RESEARCH ETHICS CLEARANCE FORM For Thesis Proposals	
Names of Student Researcher(s): AARON JOSHUA R. SALAZAR	
Research Project Title: TRAINING, JOB SATISFACTION, AND PERFORMANCE EFFECTS ON EMPLOYEE RETENTION IN A MANUFACTURING FIRM IN LAGUNA: EFFECTIVE COMMUNICATION AS MODERATOR	
College: MBA	
Department: College of Business, Economics, Accountancy and Management and Continuing Education	
Course: MBA	
Expected Duration of the Project: from: February 2026 to: March 2026	
Ethical considerations: The study will adhere to the ethical guidelines set forth by De La Salle Lipa, ensuring that participation is voluntary, respondents may withdraw at any point during the survey administration, and confidentiality is maintained through the use of aggregated data rather than individual responses. The researcher will seek review and clearance from the Research Ethics Review Committee, and the online questionnaire will comply with the Ethical Guidelines for Online Survey Design of the Research Management and Coordination Office.	
To the best of my knowledge, the ethical issues listed above have been addressed in the research.  Dr. Joseph Paula Receno Name and Signature of Adviser Date: 01/29/2026	
Noted by:  Dr. Shena Maloles Name and Signature of the Teacher in Charge Date: Reviewed by:  Research Ethics Review Representative Date: 2/9/2026 Recommendation: ☐ Full Review (for endorsement to RMCO) ☒ Expedited Review (for RER Council Rep review) ☐ Exempted from Ethics Review	
Noted by:  Dr. Erickson E. Martinez Name and Signature of the Department Chairperson Date:  Name and Signature of the Dean Date:	

Appendix C. Capstone Action Plan

Title of the Project: Enhancing Employee Retention through Training and Development, Job Satisfaction, and Effective Communication
Goals/Objectives:

1. Improve employee retention by strengthening job satisfaction, training and development, and effective communication
2. Enhance employee engagement and organizational support systems to reduce turnover intention
3. Implement targeted strategies to retain high-performing employees

Timeframe: 12 months

 Unit/Institution Responsible for the Project:
 Human Resource Department and Management Team

 Stakeholders:
 Department Heads, HR Personnel, Training Coordinators, Supervisors, Employees

Project Team: HR Manager, Department Heads, Training Coordinator, Organization Development Officer

ACTION PLAN

Activities What will be done?	In-charge Who will do it?	Timeline By when?	Resources A. Resources available B. Resources needed (Financial, Human, Political & Others)	Potential risks A. What individuals or organizations might resist? B. How?	Communication Plan A. Who is involved? B. What methods? C. How Often
Conduct employee satisfaction survey and retention assessment to identify key drivers of job satisfaction and retention	HR Department	Q1	A. Survey tools B. HR staff time	A. Low participation B. Response bias	A. HR, employees B. Surveys, meetings C. Semi-annually
Strengthen training and development programs aligned with career growth and job requirements	HR Training Team, Department Heads	Q1–Q3	A. Training modules B. Budget for training programs	A. Budget constraints B. Scheduling conflicts	A. HR, employees B. Training sessions C. Quarterly

Develop structured career development and promotion pathways to enhance job satisfaction	HR Department, Management	Q2–Q3	A. Career framework B. HR planning tools	A. Limited promotion opportunities B. Employee expectations mismatch	A. HR, employees B. Internal announcements C. Quarterly
Implement employee recognition and reward system targeting both performance and engagement	HR Department, Management	Q2–Q4	A. Incentive budget B. Recognition system	A. Perceived unfairness B. Budget limitations	A. HR, management, employees B. Meetings, announcements C. Monthly
Establish targeted retention strategy for high-performing employees (e.g., incentives, career advancement, leadership opportunities)	HR, Top Management	Q2–Q4	A. Performance data B. Incentive programs	A. Equity concerns among employees B. Budget constraints	A. HR, top performers B. One-on-one discussions C. Quarterly
Enhance effective communication through regular feedback systems and transparent communication channels	HR, Supervisors, Department Heads	Q1–Q4	A. Communication platforms B. Feedback tools	A. Lack of participation B. Miscommunication	A. HR, supervisors, employees B. Meetings, feedback sessions C. Monthly
Conduct supervisor training on communication, leadership, and employee engagement	HR Training Team	Q2	A. Training materials B. External facilitators	A. Time constraints B. Resistance to change	A. Supervisors, HR B. Workshops C. Semi-annually
Monitor and evaluate retention metrics, satisfaction levels, and training effectiveness	HR Department	Q3–Q4	A. HR analytics tools B. Reports	A. Data inaccuracies B. Limited monitoring tools	A. HR, management B. Reports, meetings C. Quarterly

Appendix D. Demographic Profile of Respondents

	FREQUENCY	DISTRIBUTION
<i>Length of Service</i>		
1–2 years	71	41.28
3–5 years	44	25.58
6–8 years	25	14.53
9–12 years	10	5.81
More than 12 years	22	12.79
Total	172	100.00

Appendix E. Informed Consent

TRAINING, JOB SATISFACTION, AND PERFORMANCE EFFECTS ON EMPLOYEE RETENTION IN A MANUFACTURING FIRM IN LAGUNA: EFFECTIVE COMMUNICATION AS MODERATOR

Informed Consent Form

Permanent rank-and-file employees of a manufacturing firm in Santa Rosa, Laguna

Aaron Joshua R. Salazar
Graduate School – College of Business,
Economics, Accountancy and
Management
De La Salle Lipa
Training, Job Satisfaction, and
Performance Effects on Employee
Retention in a Manufacturing Firm in
Laguna: Effective Communication as
Moderator

You are encouraged to talk to anyone you feel comfortable with about this research before deciding whether to participate. You may take time to think about your participation. If there are words or ideas that you do not understand, the researcher will gladly explain them to you, and you may ask questions at any time.

PURPOSE OF THE STUDY

You are being invited to take part in a research study. Before you decide to participate in this study, it is important that you understand why the research is being conducted and what your participation will involve.

The purpose of this study is to examine how training and development, job satisfaction, and job performance affect employee retention in a manufacturing firm in Laguna. The study also aims to determine whether effective communication influences the relationship between job performance and employee retention. You were invited to participate because you are a regular employee who has been with the company for at least one (1) year and has sufficient experience with the company's training programs and work environment.

STUDY PROCEDURES

If you agree to participate in this study, you will be asked to complete a self-administered survey questionnaire. The questionnaire will ask about your perceptions of:

- *Training and development*
- *Job satisfaction*
- *Job performance*
- *Effective communication*
- *Employee retention*

All questions are work-related and do not include sensitive or personal topics. You may skip any question you do not wish to answer.

DURATION

Your participation will involve answering a questionnaire that will take approximately 5 to 8 minutes to complete. No follow-up participation will be required.

VOLUNTARY PARTICIPATION

Your participation in this study is entirely voluntary. You are free to decide whether or not to participate. If you choose to participate, you may withdraw at any time without providing a reason and without any penalty. Choosing not to participate or withdrawing from the study will not affect your employment status, benefits, or relationship with the company or the researcher. If you withdraw before completing the questionnaire, your responses will not be included in the study.

RISKS

There are no foreseeable risks associated with participating in this study. The questions are limited to work-related perceptions and do not involve physical, psychological, or social harm. You may decline to answer any question or withdraw from the study at any time.

BENEFITS

There is no direct personal benefit for participating in this study. However, the results may help the organization and other manufacturing firms improve training programs, communication practices, and employee retention strategies. The study also contributes to academic research on employee retention in the Philippine manufacturing sector.

CONFIDENTIALITY

Your responses will be treated with strict confidentiality and anonymity. No identifying information such as names, employee numbers, or departments will be collected. The following measures will be taken to protect your data:

1. *The gathering of data will be conducted according to the RA 10173 Data Privacy Act of 2012 of the Philippines. Any information that is confidential, classified, or materially private in character that must not be divulged will also be excluded from this work.*
2. *Assigning codes/pseudonyms for participants that will be used on all research notes and documents*
3. *The notes, interview transcriptions, and other personal identifiers will be kept in a safe storage that can only be accessed by the researcher.*

All information gathered will be used solely for academic purposes.

CONTACT INFORMATION

This study was approved by the Research Ethics Review Council of DE LA SALLE LIPA. If you have any questions at any time about this study, or if you experience any non-normative sensations as a result of participation, you may contact the researcher whose contact information is on the first page. If you have any questions regarding your rights or treatment as a research participant, or if problems arise during your participation that you do not feel you can discuss with the Principal Investigator, please feel free to send an email to rmco-rer@dls.edu.ph.

CONSENT

(This section is mandatory)

I have read the provided information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I understand that I will be given a copy of this form, and the researcher will keep another copy on file. I consent voluntarily to be a participant in this study.

Print Name of Participant _____

Signature of Participant _____

Date _____

Day/month/year

(This section is mandatory)

Print Name of Researcher: Aaron Joshua R. Salazar

Signature of Researcher _____

Date _____

Day/month/year

Appendix F. Summary of the Items from the Survey

	Mean	Std. Deviation
Training and Development		
I personally see opportunities for promotion in the company.	3.80	0.70
I have many opportunities for developing personal skills at work.	4.07	0.72
I have the opportunity to use my ability at work.	4.08	0.65
I receive good training from the company.	4.02	0.77
Job Performance		
I always complete the assigned tasks in my work.	4.11	0.68
I meet and fulfill all formal requirements of the job.	4.14	0.68
I fulfill all responsibilities required by the job.	4.22	0.60
I attend to the work that I am required to perform.	4.30	0.62
Job Satisfaction		
I look forward to working every day.	3.78	0.73
I feel satisfied with the current job.	3.67	0.74
Almost every day, I feel excited and interested in my work.	3.41	0.74
I feel my contribution is valuable.	3.90	0.68
Effective Communication		
I ask my supervisor if I am meeting all my job requirements.	3.55	0.83
I ask my supervisor how I am doing.	3.50	0.88
I would identify what I did not know and ask for the information.	3.97	0.71
I would go directly to my supervisor or coworker and ask for information about the matter.	4.05	0.76
Employee Retention		
I want to stay with the company for a long time.	3.45	0.93
I feel really satisfied doing this job.	3.59	0.79
I feel that I am developing my full potential at work.	3.66	0.82
I feel that the training and development of the company enhance skills and expertise.	3.88	0.85

