

Impact of Training Facilities, Benefits and Compensation, and Performance Appraisal on the Employees' Retention: A Mediating Effect of Employees' Job Satisfaction

Pisak Kalyanamitra ¹, Sakapas Saengchai ^{2*}, Kittisak Jermsittiparsert ³

¹Faculty of Humanities and Social Sciences, Valaya Alongkorn Rajabhat University under the Royal Patronage, Pathum Thani, Thailand

E-mail: pisakk.9@gmail.com

²Faculty of Humanities and Social Science, Suan Sunandha Rajabhat University, Bangkok, Thailand

*Corresponding author: E-mail: sakapas.sa@ssru.ac.th

³Social Research Institute, Chulalongkorn University, Bangkok, Thailand

E-mail: kittisak.j@chula.ac.th

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ABSTRACT

It has become important for the organization to gain a competitive advantage over other companies which is not easy in a challenging environment. The biggest challenge in the situation is retaining experienced employees. The organizations can retain their employees for a longer period of time through effective practices of Human Resource as they help organizations in getting a competitive edge. The purpose of this study was to analyze the effectiveness of HR practices including Training Facilities, Benefits and Compensation, and Performance Appraisal in the pharmaceutical industry of Thailand. The job satisfaction is taken as the mediating factor between HR practices and employees retention. The nature of the study is quantitative and the data has been collected through questionnaires that were distributed among 6 pharmaceutical companies using purposive sampling. The study has found that all of these three HR functions positively impact the retention of

employees through the development of skills and increased satisfaction. The path analysis of the study shows that job satisfaction is a true mediator of the relationship between different HR policies and employees' retention.

Keywords: HR Practices, Training Facilities, Benefits and Compensation, Performance Appraisal, Employees' Retention, Job Satisfaction

Correspondance:

Sakapas Saengchai
Faculty of Humanities and Social Science
Suan Sunandha Rajabhat University
Bangkok, Thailand
E-mail: sakapas.sa@ssru.ac.th

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INTRODUCTION

Currently in organizations, human resources are considered as the important assets for any business. The focus on the practices of HRM has increased with the modifications in human resource management at organizations (Javed et al., 2019). This is because the challenges have increased for the organizations regarding retention of employees. It has become important for organization to hire competitive employees as well as retain the competitive employees and make the existing ones more efficient through providing training facilities, benefits and compensation, and performance appraisal. Retention of employees is important because an employee leaving a company also take all information of the organization with him about its customers, growth strategies, clients, projects, etc. (Haider et al, 2015).

From past decade, the attention of HR has converted from its micro focus to macro focus in which the HRM is considered as an approach to contribute towards the achievement of competitive advantage in the industry. For the achievement of any tpe of competitive advantage, the most important element for any organization is to maintain an experience and efficient workforce. For this, an important task is to retain efficient workforce that is affected by multiple factors. The attention on the HR practices within the organizations has increased in past few years because it effectively impact the employees' retention (Zahoor, Ijaz, and Muzammil, 2015). Schuler & Jackson (1987) define HR practices as the activities of organizations that help in the management human resource team to make

sure that employees are engaged in fulfilling the organizational goals. Some of the most commonly cited HR practices in the past studies include, training facilities, performance appraisal, benefits and compensation, health and development, recruitment and selection, career development, and support from supervisor (Otengah, Omolo, & Oginda, 2013).

According to Montgomery (2006), the effective training facilities by organizations increase the retention of employees by fulfilling their needs. The employees' needs are met when they are given the relevant and effective knowledge and skills through training facilities. It has been further elaborated by the author that the employees' retention through training facilities can be increased due to management competencies, development of skills, and financial and psychological rewards. It shows that the companies are required to pay serious devotion to do investments in training facilities with the aim to retain them. According to Roberts, Outley, and Estes (2002), the training facilities must be a part of organizations' retention strategy. According to Haider et al. (2015), the remuneration that is paid to employees as a compensations of their duties and additional benefits or certain occasions are also primary factors that directly impact the commitment of employees with organization and their retention and proved to be an important factor to retain employees with their organization. The compensation needs to be sufficient for the duties performed otherwise it would result is turnover. The high compensation, however, alone can't guarantee the retention of employees. The benefits are important to be

paid because in many cases employees sometimes want occasional benefits for increased satisfaction.

According to Mehta, Kerbelli and Dhankar (2014), the factor of performance appraisal is important from both the employees and employers and employees as it help employers to analyze the performance in past and enhance the satisfaction level of employees. The employers through performance appraisal can plan and adopt the planning of resources effectively while the fair performance appraisal through increasing the motivation and commitment level, help employees to make their performance better permanently. Moreover, the employees' retention can be ensured by any organization that provide transparent and fair performance appraisal.

According to Bond (2004), the effective human resource practices allow the organizations to gain a competitive edge that can help in increasing job satisfaction or success of the organization that further lead to retain employees. Dhanabhakym and Nisamudheen (2016), in their said examined that all types of HR practices are likely to affect the people at work. The study focused on finding the impact of HR practice of employees' retention considering job satisfaction as mediating variable. It has been concluded from findings of study that the employees' job satisfaction strongly play the mediator's role between practices of HR and employees' retention at workplace.

Purpose of Study

The basic purpose of this research work is to observe the effect of three practices of human resource i.e. training facilities, benefits and compensation, and performance appraisal on employees' retention taking job satisfaction as mediation variable in the pharmaceutical industry of Thailand by gathering data from respondents working in different pharmaceutical companies. The aim is to analyze how these three policies and HR decision about them influence the employees' retention.

Objectives of the study

- To find the influence of training facilities on retention of employees.
- To find the influence of benefits and compensation on retention of employees.
- To find the influence of performance appraisal on retention of employees.
- To observe the mediating influence of job satisfaction on retention of employees.in response to training facilities, performance appraisal, and benefits and compensation

LITERATURE REVIEW

The most critical aspect of the growth and success of any public or private company has been identified as human resources (Saengchai, Joemsittiprasert, & Jermsttiparsert, 2020). For all management practices which impacts the relationship between the organizations and their employees, it is described by Beer et al. (1984) HRM as the planned approach. To retain skilled and qualified employees, good HRM practices must be applied across the globe so organizational effectiveness can be improved. In reality, one of the most important resources of organizations are their labor force and subtle productivity factors in a business.

Every company's success relies primarily on the retention of its employees with regard to the organization's goal of achievement (Danish and Usman 2010). Therefore, companies need to implement good practices and pursue a recommended approach for the improvement of HRM in order to develop a competitive advantage (Khan, 2010). In the age of globalization, the implementation of unique and modern HR practices has been forecasted as a useful tool for achieving the organization's objectives (Mohrman et al., 1995). Likewise, practices of HR and retention of employees have become very crucial since a number of companies have recently faced workers who strike for the fulfillment of their requirements and needs during their job hours in many industries worldwide. Low service charges, no pay raises, promotions, housing, food, prejudice and unfair wages for local employees were the primary reasons for strikes (Imna and Hasan, 2015). Many aspects of the HRM of human resources were discussed in the previous studies.

Recruitment, rewards and compensation, performance evaluation, training facilities, development of career, safety and health and support of managers are some of the common practices of human resources activities listed (Rubel & Hung, 2013). However, training facilities, performance assessment, benefits and compensation, health and safety and job growth were shown to be the most efficient practices of HR in retail industry (Ming et al. 2012). A strong connection has been observed between retention of employees and practices of HRM. This is because through effective human resources management practices the workers are inspired, respected, fulfilled, more promised towards training for the performance improvement and enables employees to remain stick to the organization (Amin, 2013).

Training Facilities

Training facilities are key personnel practices of management in the current economic situation, which lead to skills, capabilities, higher knowledge, positive attitudes, and behavior of employees resulting in profitability of the companies (Tangthong, et al., 2014). There are various types of training and methods of development among them. It includes training at the worksite, off-the-job training, transfer of jobs, staff development and mentoring and coaching. Training at the workplace improves work efficiency, develops work interests, satisfies employees and strengthens the commitment to the organization leading to retention of employees (Hanif, 2013). According to Kaymaz (2010), it is resulted in the dedication and workers' retention. The rotation of jobs allows employees to improve their skills and positively impacts the morale and retention of their workers. Coaching and mentoring are seen as the most real methods of training facilities. This makes the consultation one-to-one interaction. This mechanism allows employees to perform high, speed up resolution period and increase productivity (Hanif, 2013) so that workers can stay longer in the company. Additionally, the encouragement and commitment of have been fostered as employees development programs have an important and positive effect (Sinha & Sinha, 2012). Based on the above theory, following hypothesis can be made.

H1: Increased opportunities regarding Training facilities have a positive and significant influence on retention of employees

Benefits and Compensation

Rewards and compensations are tangible and financial returns earned by an employee, but the rewards and recognition take different forms with the emerging economy and within the current working climate. These include recognition of workers, performance-based rewards, non-monetary compensation, intrinsic benefits, and international benefits. Performance-based compensation increases employee performance and motivates and retains workers, leads to improve the situation of retention of employees (Nazir, et al. 2013). Workers are respected in the process of recognition, which is an essential part of the need to recognize and support employees. This increases productivity, commitment, and retention of workers (Danish & Usman, 2010). The company recruits, motivates, and conserves professional workers through non-monetary benefits (Fogleman & McCorkle, 2013). Sustainable workplace motivation was found to be intrinsic benefits (Saeed, et al., 2013). According to Edirisooriya (2014) extrinsic benefit as compared to the intrinsic benefit in employee retention is however more positive and strengthened according to studies. Based on the above theory, following hypothesis can be made.

H2: Benefits and compensation affect the retention of employees positively and significantly.

Performance Appraisal

Performance evaluation consists primarily of the coordination among staff and the management to evaluate their performance and to further help facilitate career development (Hang et al., 2012). Feedback, selection, communication, performance evaluation, and periodic analysis are key components of the performance assessment. Employee feedback encourages behavioral shaping and improves learning that helps driving retention and performance (Kasemsap, 2015). The Communication System also encourages employees to participate voluntarily in the evaluation process (Hemans and Abena, 2011) which results in a positive influence on the retention of employees. The process of setting objectives helps workers stay focused and to remain in the company if the set purpose is relevant and exciting. This encourages workers to achieve the defined objectives of organization promptly (Fulk, Bell & Bodie, 2011). The performance review has helped maintain employee retention because trust is provided to employees that the company is dedicated to meet employee needs and performance growth (Yi, Natarajan & Gong, 2011). Finally, the review period helps the company to recognize the employee's lack of capabilities, commitment and success, often to reduce the associated employee retention issues

(Pulakos, Hanson, Arad & Moye 2015). The next hypothesis is therefore formulated:

H3: Provision of effective appraisals for performance positively and significantly influence the retention of employees.

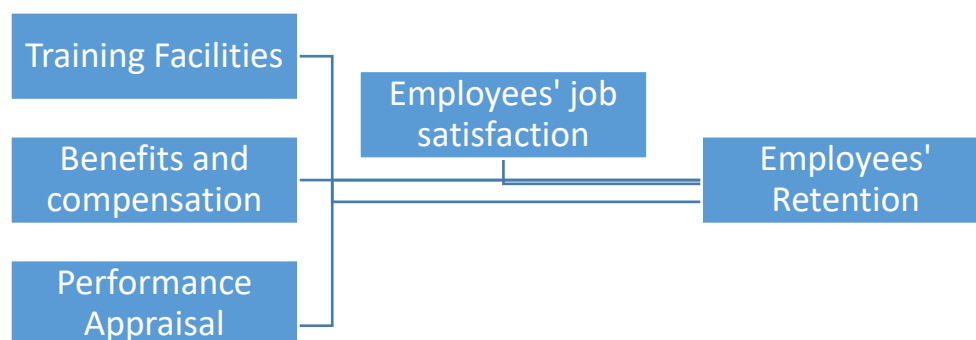
Job satisfaction as a mediating variable

According to Mohammad et al. (2017), in the last 25 years, HR activities have had a major global impact on performance and satisfaction. Practices of HR play a significant part in increasing employees' job retention to efficiently achieve organizational goals and objectives as per Pradhan, Dash, and Jena (2017). Previous discussions on the effects of HR practice suggest that the organization's HR activities assisted workers in enhancing their confidence, morale and happiness, thereby increasing their active, dedicated and occupying role (Pradhan et al., 2017). In the similar perspective, Khan (2010) suggested that an established and predefined approach to HR activities in an organization, for the achievement of high job satisfaction and consequently high rate of retention, is inevitable. Job satisfaction can be called a positive impression of work experience or an appraisal of a person's work. Satisfaction is mainly the thought of employees about their own jobs. It is an important indicator for assessing the emotions and the intensity of workers' satisfaction with their work. Organizations, through the introduction of numerous HR procedures, have begun to pay more attention to ensuring that workers are happy with their work. Gürbüz (2009) has indicated that the companies need to follow effective HR-practice strategies to improve employee satisfaction and offer various important benefits to the organization in a sustainable role in this highly competitive global business age. Previous scientists have identified how HR activities and job satisfaction are linked (Pradhan & Jena, 2016). Some researchers called for the effect of HR activities on the performance of companies by the disposition and behavior of workers, such as employee satisfaction, engagement, and motivation. HR strategies affect the actions of employees based on the social exchange and signaling theories (Casper & Harris, 2008). We propose to test the following hypothesis in the target population based on the literature described above:

H4: The Job Satisfaction is a true mediator of association among practices of HR and retention of employees.

Conceptual Framework

The association between independent and dependent variable with a mediating variable diagrammatically is represented through conceptual framework. The relationship below has been depicting that there will be impact of training facilities, benefits and compensation, and performance appraisal on employees' retention with job satisfaction as mediating variable.



METHODOLOGY

Methods of Data Collection

For gathering desired data, this research work has been using quantitative and qualitative data analysis. Under the qualitative analysis, the study has examined literature from various previous research studies to find the theoretical impact of independent variables on the dependent variable and the role of the mediating variable. For quantitative analysis, the study has used the method of survey questionnaires. It has been believed that the quantitative data analysis provide reliability and objectivity of results found. Quantitative data analysis allows its researcher to test hypotheses by collecting larger amounts of data that allow the respondents to answer correctly. The research can examine and explain complex issue through a quantitative method (Creswell, 2013). Compared to the qualitative data analysis, quantitative analysis let the researcher to explain the theoretical backgrounds as well. According to Ronsen and Forzano (2015), the primary data is known for providing satisfactory and appropriate results and the data collected through the survey questionnaire is the example of primary data.

Population and Sample

The population the study has decided to target are all the organizations of pharmaceutical industries in Thailand. The sample chosen from the population is the 6 pharmaceutical organizations. The sample has been selected using purposive sampling technique as such organizations are selected that provide the researchers with an opportunity to gather data from their employees. The size of sample decided for the study are 300 individuals from all 6 organizations and they will be delivered questionnaires physically.

Questionnaire for Study

The designed questionnaire for the study has two portions I.e, demographics and inferential. In the first sections, the data for the demographics i.e. gender, age, job experience, and education level have been asked. The data for the

independent, dependent, and mediating variables i.e. training facilities, performance appraisal, benefits and compensation, employees' retention and job satisfaction has been collected by asking questions in section two. The answers to the second section have been recorded on 5-point Likert scale starting from 1 = strongly disagree till 5 = strongly agree.

Methods for Analysis of Data

First of all, there will be frequency analysis for the demographic variables of study. For the analysis of inferential data, 4 different techniques will be used. Firstly, the descriptive statistics all variables included in section 2 will be examined to find their mean values. After this, the reliability of the collected data will be analyzed through reliability analysis or Cronbach Alpha. The relationship between any two variables is identified by correlation analysis while the influence of independent variables on dependent variable will be examined through regression analysis. Lastly, the mediating role of satisfaction at job for the association among practices of HR and retention of employees will be done.

RESULTS AND ANALYSIS

To investigate the influence of three practices of HR i.e. training facilities, benefits and compensation, and performance appraisal on employees' retention, this study has used regression and correlation analysis while the mediating effect of job satisfaction has been analyzed as well. Before applying these main tests, the reliability of data will be analyzed using Cronbach alpha's value and also the percentages and frequency of demographic has been analyzed. 300 questionnaires were given to the employees from 6 different organizations but the results have been given for 281 questionnaires as were complete in all aspects.

Demographic Analysis

The demographic variables for the study involve age, gender, level of education, and job experience. Following the demographic analysis of all of these variables.

Table 1: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	80	28.5	28.5	28.5
2	81	28.8	28.8	57.3
3	53	18.9	18.9	76.2
4	42	14.9	14.9	91.1
5	25	8.9	8.9	100.0
Total	281	100.0	100.0	

It can be seen that the percentage of people belongs to age group 20-30 and 31-40 is largest with 80 and 81 individuals

respectively. The lowest is the percentage of individuals that are 61 years or are above 61 with only 9 individuals.

Table 2: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	119	42.3	42.3	42.3
1	162	57.7	57.7	100.0
Total	281	100.0	100.0	

The demographic analysis of gender shoes that there are more male employees included in study compared to female employees with almost 58% compared to 42% of the percentage of female.

Table 3: Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	80	28.5	28.5	28.5
3	53	18.9	18.9	47.3
4	42	14.9	14.9	62.3
2	81	28.8	28.8	91.1
5	25	8.9	8.9	100.0
Total	281	100.0	100.0	

It can be seen that the percentage of employees with experience of 1-5 years and 6-10 years is largest with 80 and 81 individuals respectively. The lowest is the percentage of

individuals with more than 20 years of experience with only 9 individuals

Table 4: Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	85	30.2	30.2	30.2
2	61	21.7	21.7	52.0
4	40	14.2	14.2	66.2
3	49	17.4	17.4	83.6
5	46	16.4	16.4	100.0
Total	281	100.0	100.0	

It can be seen that the percentage of employees having a bachelors degree is greatest with almost 30% or 85 individuals. The next highest are the individuals having the master degree and their percentage is almost 22%. The lowest is the percentage of individuals having other degrees that are only 46 employees.

Reliability Analysis

The purpose of analyzing the reliability is to check the it for the questionnaire and overall data collected for research. According to Zacks (2012), the adequate range for the value of Cronbach Alpha varies and depends on the case and circumstances of study. However, according to Ellis (2013), the Cronbach Alpha's value above 0.7 depicts that the

collected data for all variables included in the study is reliable. Below is the reliability analysis of this study.

Table 5: Reliability Statistics

Cronbach's Alpha	N of Items
.807	5

The value of Cronbach Alpha is .87 which expresses that the data collected for research is highly reliable and will provide accurate results.

Correlation

Pearson correlation is utilized for the measurement of the association among any 2 variables included in the study. It can be between dependent and independent variables or between two independent variables as well. At a p-value less than 0.05, the correlation between any two variables is believed to be there. On the other hand, the correlations is said to be highly significant in case of the significance value less than 0.01. According to Tabachnick & Fidell (2001), the

the bivariate relationship's intensity can be examined through analyzing the correlation. The coefficient of Pearson correlation is believed to indicate trend, significance, and intensity of the relationship between any two variables (Sekaran, 2003). To statistically measure the association of any two variables included in the study can be calculated through the Pearson correlation and the coefficient of correlation(r) value should be between -1.0 to +1.0. The association is believed to be perfectly negative at the value of r as -1.0. The relationship is believed to be perfectly positive at the value of r as +1.0. The r needs to be below .80 as a value more than this can leads to the issue of multicollinearity. Below is the correlation analysis of this study.

Table 6: Correlations

	TF	BC	PA	ES	ER
TF Pearson Correlation	1	.880**	.873**	.009	.593**
TF Sig. (2-tailed)		.000	.000	.884	.000
TF N	281	281	281	281	281
BC Pearson Correlation	.880**	1	.926**	-.073	.503**
BC Sig. (2-tailed)	.000		.000	.222	.000
BC N	281	281	281	281	281
PA Pearson Correlation	.873**	.926**	1	-.110	.481**
PA Sig. (2-tailed)	.000	.000		.066	.000
PA N	281	281	281	281	281
ES Pearson Correlation	.009	-.073	-.110	1	.497**
ES Sig. (2-tailed)	.884	.222	.066		.000
ES N	281	281	281	281	281
ER Pearson Correlation	.593**	.503**	.481**	.497**	1
ER Sig. (2-tailed)	.000	.000	.000	.000	
ER N	281	281	281	281	281

The value of r of for the relationship between training facilities and benefits and compensation is 0.88 with a p-value < 0.01 showing the presence of a positive and highly significant association among training facilities and benefits and compensation. The value of r of for the association between training facilities and performance appraisal is 0.87 with a p-value < 0.01 showing the presence of a positive and highly significant relationship among training facilities and performance appraisal. The value of r of for the relationship between training facilities and job satisfaction is 0.009 with a p-value > 0.05 showing the presence of a positive but insignificant relationship between training facilities and employees' job satisfaction. Lastly, the value of r of for the association among training facilities and retention at job is 0.59 with a p-value < 0.01 showing the presence of a positive and highly significant association among training facilities and employees' retention.

The r-value for benefits and compensation and training facilities is .88 with p-value 0.00 < 0.01 showing the presence of a positive and highly significant association benefits and compensations and training facilities. The r-value for benefits and compensation and performance appraisal is .92 with p-value 0.00 < 0.01 showing the presence of a positive and highly significant association benefits and compensations and performance appraisal. The r-value for benefits and compensation and employees' job satisfaction is -0.73 with p-value 0.22 > 0.05 showing the presence of a negative and insignificant association among benefits and compensations and job satisfaction of employees. The r-value for benefits and compensation and employees' retention is 0.503 with p-value 0.00 > 0.01 showing the presence of a positive and highly significant association among benefits and compensations and employees' job satisfaction.

The value of r of for the association among performance appraisal and training facilities are 0.87 with a p-value < 0.01 which showing the presence of a positive and highly significant association among performance appraisal and training. The value of r of for the relationship between performance appraisal and benefits and compensation is 0.92 with a p-value < 0.01 showing the presence of a positive and highly significant association among performance appraisal and benefits and compensation. The value of r of for the relationship between performance appraisal and job satisfaction is -0.110 with a p-value > 0.05 showing the presence of a negative and insignificant association among training facilities and employees' job satisfaction. Lastly, the value of r of for the association among performance appraisal and job retention is 0.48 with a p-value < 0.01 showing the presence of a positive and highly significant association among performance appraisal and employees' retention.

Employees' job satisfaction is positively insignificantly correlated with the training facilities with value (r= .009, p-value: 0.06). Employees' job satisfaction is negatively and

insignificantly correlated with the benefits and compensation value (r= -0.72, p-value: 0.22). Employees' job satisfaction is positively and insignificantly correlated with a performance appraisal with value (r= -.110, p-value: 0.06). Employees' job satisfaction is positively and significantly correlated with employees' retention with value (r= 0.497, p-value: 0.00).

Employees' retention is positively insignificantly correlated with the training facilities with value (r= .59, p-value: 0.00). Employees' retention is positively and significantly correlated with the benefits and compensation value (r= 0.503, p-value: 0.00). Employees' job satisfaction is significantly and positively correlated with a performance appraisal with value (r= .481, p-value: 0.00). Employees' job satisfaction is significantly and positively correlated with employees' retention with value (r= .497, p-value: 0.00).

Regression Analysis

The magnitude of the association among the dependent and independent variables are measured through regression analysis.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772 ^a	.596	.590	.35994

The R in the model shows variations in training facilities, benefits and compensation, performance appraisal, and job retention and its value is .77. The coefficient of determination shown by the R Square value is .596 showing

almost 60% of the employees' retention is affected by chosen HR practices. The adjusted R Square value is .59, very close to R Square value showing variables include in the study are relevant.

Table 8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.656	4	13.164	101.610	.000 ^b
	Residual	35.757	276	.130		
	Total	88.414	280			

The regression model significance is checked through F statistics in comparison to F-statistics standard value. The

model's significance value is 0.00 showing all there variables have been impacting the employees' retention.

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.127	.163		.777	.438
	TF	.449	.080	.486	5.592	.000
	BC	.044	.087	.055	.501	.007
	PA	.045	.081	.061	.560	.576
	ES	.441	.035	.504	12.767	.000

The value of B shows the variation in the dependent variable with one unit change in the independent variable. The value of B for training facilities is .449 with 0.000 significance value showing that with one unit increment in training facilities will enhance the employees' retention by 45%. The value of B for benefits and compensation is .044 with 0.007 significance value showing that with one unit increment in

benefits and compensation will enhance the employees' retention by 4%. The value of B for performance appraisal is .045 with 0.576 significance showing that with one unit increment in there will be no change in employees' retention. The value of B for performance appraisal is .441 with 0.000 significance value showing that with one unit

increment in performance appraisal, employees' satisfaction will increase the employees' retention by 44%.

The mediating effect of Employees' Job satisfaction

Table 10: Direct impact of Three HR practices on employees' retention

Variable	Path	Variable	Standardized Estimate	CR/ t-value	P-value	Result
ER	←	TF,BC,PA	.60	8.09	.000	significant

The direct impact of all three variables collectively on the employees' retention is significant.

Table 11: Job satisfaction as mediator and output

Variable	Path	Variable	Standardized Estimate	CR/t-value	P-value	Result
ER	←	TF,BC,PA	.29	3.99	.24	Insignificant
ES	←	TF,BC,PA	.56	6.19	.000	Significant
ER	←	ES	.45	9.17	0.000	Significant

It can be seen that the results are insignificant for ER when applied with mediating JS and the results then become significant as JS has put up as mediator. These results show that employees satisfaction is a true mediator between TF, BC, PA and employees retention.

CONCLUSION

This study surveyed the impact of training facilities, benefits and compensation, and performance appraisal on the retention of employees considering employees job satisfaction as mediating variables. The study findings show that there is a significant and positive influence of training facilities on the employees' retention and this is in line with many past research studies that explained that providing employees with a training help them to develop new goals and career that resulted in increased level of satisfaction and increased retention in the same organization.

Moreover, the relationship between benefits and compensation and employees retention is also positive and significant that is also in line with previous research studies that have argued that compensation should be a bit more than the services offered and there should be occasional benefits as well to increase the retention of employees. Last over, the relation of performance appraisal and employees retention has been analyzed and the result is found to be positive but insignificant and these results are different from that of the previous ones. This is because most of the previous studies have found positive as a well significant impact on the employees' retention of different HR practices. Therefore, the results found for the performance appraisal are contradictory. Lastly, it has been found through path analysis that employees' job satisfaction is a true mediator of the association among different HR policies and employees' retention.

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