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**THE INFLUENCE OF TRAINING AND DEVELOPMENT  
TOWARDS EMPLOYEE PERFORMANCE AND TURNOVER  
INTENTION AMONG MILLENNIALS IN MALAYSIA**

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**Abstract:**

The COVID-19 pandemic has negatively impacted Malaysian employees' performance and turnover intention. Recent research indicates that employees, particularly millennials, often struggle to perform at their highest potential during their early employment stages. Many organizations face financial constraints due to the impact of the COVID-19 pandemic, limiting the scope and effectiveness of the training they can provide. This study investigates the impact of training and development on employee performance and turnover intention among millennials in Malaysia. The partial least squares structural equation modelling (PLS-SEM) was utilized to analyse the data obtained from 307 Malaysian millennial employees. The findings show that the respondents have a high level of training and development satisfaction, a medium level of employee performance, and a low turnover intention. The findings also reveal a weak but significant positive relationship between training and development and employee performance. In addition, the results show a significant negative relationship between training and development, employee performance, and turnover intention. This research provides more in-depth insights that can help Malaysian organizations and managers increase employee performance and retention using Human Capital Theory.

**Keywords:**

Employee Performance, Human Capital Theory, Millennials, Training and Development, Turnover Intention

## Introduction

Millennials, the largest adult cohort globally, predominantly shape the present workforce. A staggering 1.8 billion individuals comprise 23% of the world's population (Neufeld, 2021). As the latest generation to enter the workforce, millennials will include approximately 75% of the global working population by 2025 (Omilion-Hodges & Sugg, 2018). Defined as those born between 1981 and 1996, they currently fall within the age range of 27 to 42 years old as of 2023 (Dimock, 2019). In Malaysia, millennials comprise at least 40% of the current workforce, signifying their potential to become a rapidly growing segment in the present and future job markets (Gabrielova & Buchko, 2021).

The pandemic has forced millennials to engage in remote work. The scope of their performance is restricted to specific job responsibilities, subjecting them to unrealistically high expectations in their daily work routines. This gradual imposition of demands may lead to a waning interest in their jobs. Simultaneously, the reduced availability of learning and training opportunities stems from organizations' financial instability in the post-COVID-19 era, a factor that directly contributes to a decline in employee retention rates (Arora & Suri, 2020; Dubey & Tripathi, 2020; Bain, 2021).

Training and development (T&D) are recognized as fundamental contributors to organizational success, as highlighted by Laing (2021). Millennials frequently cite opportunities for T&D as critical factors prompting organizational job changes (Deloitte, 2019). Hussain et al. (2020) observed that U.S. organizations invest a substantial annual sum of \$164.2 billion in employee T&D, emphasizing the role of well-trained employees in achieving organizational objectives and meeting expectations. However, Bujang et al. (2021) noted that millennials may not perform at their optimal level during their initial employment stages because organizations offer inadequate and ineffective training, worsened by financial challenges stemming from the impact of the COVID-19 pandemic (Hamouche, 2021).

In the Malaysian workforce, there is a strong demand for a high-skilled working environment to facilitate organizational growth. Employees seek substantial personal improvement through T&D programs due to significant shifts in the job market and technological advancements. According to Karm and Mahadevan (2019), the Malaysian labour market anticipates an approximate 45% increase in skilled employees by 2030.

Despite the increasing need for skill development, Miah and Hafit (2019) pointed out that HR management in Malaysian organizations needs more training programs. This scarcity is attributed to the competitive and rapidly changing business environment, leading to a high frequency of employee turnover. Formal web-based training could provide millennials with more learning opportunities, enhance their skills, and benefit organizations through value creation (Hee & Rhung, 2019). However, despite 85% of Malaysian employees expressing the significance of upskilling and re-skilling, 24% reported needing sufficient employer support (Randstad, 2023).

Employee performance defines how employees fulfil tasks and achieve their organizational objectives (Nguyen & Duong, 2020). According to Fen et al. (2020), employee performance is essential for overall organizational effectiveness, given that employees represent valuable assets that influence an organization's reputation and financial success. When an organization fails to deliver proficient and worthwhile training and development, employee performance

suffers negatively (Ilhami et al., 2020). The performance standards of Malaysian millennials are experiencing a decline, primarily due to the inadequate provision of practical training and development programs for their junior workforce by most organizations (Bujang et al., 2021).

Moreover, the intention to leave, referred to as turnover intention, signifies the likelihood of an employee planning to resign from an organization. Turnover has emerged as a prominent concern for the HR departments of numerous organizations, posing a substantial threat to the quality of organizational performance (Kurdi & Alshurideh, 2020). A study highlighted that in April 2021, four million employees worldwide voluntarily left their positions, leading to a considerable surge in recruitment costs and a loss of competitive advantage for many organizations (Haque, 2021; Paulsen, 2021). According to an investigation by Degbey et al. (2021), achieving desired profits is challenging for many organizations due to insufficient employee retention, emphasizing the need for enhanced organizational performance.

In Malaysia, the absence of employee learning opportunities, particularly for young workers, is linked to a higher turnover rate (Arifin et al., 2021). Approximately 11% of Malaysian organizations face significant employee turnover, exceeding 50%, as Al-Suraihi et al. (2021) reported. Millennials, who typically seek challenging roles and continuous learning, are less inclined to stay in their current jobs and organizations. A majority, 60% of millennials, actively explore new job opportunities in various organizations (Adkins, 2021). Pathy (2019) also found that millennials readily switch jobs or workplaces when lacking training and development opportunities in their current organizations.

In summary, undertaking this research was imperative due to the limited studies addressing the influence of T&D on employees' performance and turnover intention, particularly among Malaysian millennials. The findings from this study can provide organizations with insights into the genuine expectations of millennial employees and shed light on the impact of training and development on turnover intention and work performance among Malaysian millennials post-pandemic. The research objectives (ROs) are outlined below:

- RO1: To determine the level of satisfaction with training and development among millennials in Malaysia.
- RO2: To determine the level of employee work performance among millennials in Malaysia.
- RO3: To determine the level of turnover intention among millennials in Malaysia.
- RO4: To identify the relationship between training and development and employee work performance among millennials in Malaysia.
- RO5: To identify the relationship between training and development and turnover intention among millennials in Malaysia.
- RO6: To identify the relationship between employee work performance and turnover intention among millennials in Malaysia.

## Literature Review

### *Human Capital Theory*

In the 18th century, Adam Smith introduced human capital theory (HCT) in *The Wealth of Nations*, asserting that human capabilities constitute vital capital (Nafukho et al., 2004). HCT views T&D as an investment in workplace education that enhances employee and company performance, resulting in sustained and substantial profits (Lauder, 2015). The study by

Danvila-del-Valle et al. (2019) revealed a significant correlation between HCT and T&D, indicating its role in improving employee retention and work performance. According to HCT, individuals seek performance improvement by investing in relevant training and education (Riley et al., 2017). Recognizing T&D as vital to human resources development (HRD), a connection between HRD, employee performance, and retention has been established within the framework of HCT (Milhem et al., 2014), allowing for the interpretation of HCT concepts (Attanasio, 2015).

### ***McLagan Models for Human Resource Development Practice***

The Human Resource (HR) Wheel for Human Resource Development (HRD), introduced by McLagan in 1989, defines HRD as the combined application of organizational development, career development, and training and development to enhance effectiveness and performance at both individual and organizational levels (McLagan, 1989). As Mittal (2013) noted, HRD has progressed beyond basic training, evolving into a comprehensive and efficient approach to developing skills and knowledge within organizations and among individuals.

Research Objectives 1, 2 and 3 are descriptive, whereas Research Objectives 4, 5 and 6 are reflected in the following research hypotheses. The hypotheses and framework below were posited to examine the influence of training and development on employee performance and turnover intention among millennials in Malaysia.

### ***Training and Development and Employee Performance***

During the pandemic, many Malaysian organizations either limited or entirely omitted formal T&D programs for employees (Fraij, 2021; Hamouche, 2021). Financial incentives for individual T&D programs, such as daily expenses, did not extend to web-based training, reducing employee participation in online activities and a subsequent decline in work performance (Fraij, 2021). Despite the pandemic necessitating the acquisition of new skills, ongoing T&D remained essential for employees to stay current and proficient in their roles (Fraij, 2021). High satisfaction with web-based training, especially for technologically adept millennials, creates more learning opportunities and enhances skills and knowledge, contributing to greater employee satisfaction and improved work performance (Ardi et al., 2021; Nemteanu & Dabija, 2021).

Furthermore, HRM emphasizes the significance of T&D as it satisfies employees, enhances work performance, and diminishes turnover (Nguyen & Duong, 2020). In Malaysia, eight out of ten millennials stress the importance of formal company professional development training for their success at work (Deloitte, 2018). Despite the millennial generation's higher educational levels and inclination towards challenges, Malaysian organizations' lack of proper T&D programs has resulted in subpar work performance among millennials (Bujang et al., 2021; Israr et al., 2021). Millennials constitute half of Malaysia's workforce and the largest cohort, so their diminished performance could adversely impact organizational goals and objectives (Department of Statistics Malaysia Official Portal, 2021; Subramaniam, 2022). Consequently, the following hypothesis was put forth:

H<sub>1</sub>: There is a significant relationship between training and development and employee work performance among Malaysian millennials.

### ***Training and Development and Turnover Intention***

Abba (2018) highlighted employee turnover as a significant global challenge causing long-term disaffection. The turnover rate rose significantly, averaging one to three years per job (Gutmann, 2016). In the Asian region, millennials encountered the world's second-highest turnover rate, particularly in Malaysia, where the challenges posed by the pandemic heightened the difficulty of job searching (Ibrahim et al., 2021; Ojo et al., 2021). Sinniah and Kamil (2017) found that adequate training and development reduced turnover intention among millennials, who valued continuous learning (Hee & Rhung, 2019; Nguyen & Duong, 2020). Employees with the potential for skill improvement through training and education received more career opportunities (Hassan et al., 2013). Organizations should recognize the role of training in reducing turnover and increasing success (Al-Mamun & Hasan, 2017; Sinniah & Kamil, 2017). Malek et al. (2018) warned that a lack of quality training led to poor performance and increased employee turnover. This study hypothesized that:

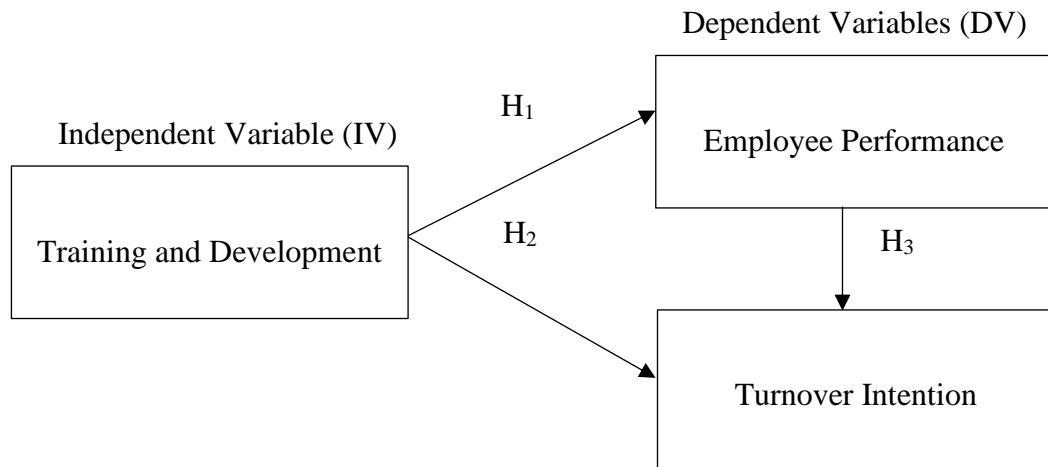
H<sub>2</sub>: There is a significant relationship between training and development and turnover intention among Malaysian millennials.

### ***Employee Performance and Turnover Intention***

Limited research exists on the link between Human Resource Management (HRM) practices and turnover intention among millennials (Bibiana et al., 2023). Millennials in the workplace exhibit characteristics of being transient and self-focused, yet they also demonstrate ambition and passion for their work (Ng et al., 2010; Hershatter & Epstein, 2010). They prioritize work-life balance and a high-quality working environment (Eisner, 2005). Insufficient training programs contribute to poor millennial performance, leading to higher turnover intentions, especially when better opportunities with proper training are available (Adkins, 2021; Hee & Rhung, 2019). Poor performance generates negative feedback, increasing the likelihood of employees leaving (Narayanan et al., 2018). Employee performance is crucial for recognition attainment and retention (Wadhwa & Madan, 2017). Practical organizational training and development reduce turnover rates by enhancing skills and knowledge (Fletcher et al., 2018; Kuruppu et al., 2021). The COVID-19 pandemic, causing disruptions like remote work and restricted social interactions, led to a decline in employee performance in 46% of Malaysian firms. Employees faced challenges with web-based training, leading to dissatisfaction, stress, and anxiety, prompting immediate resignations (Boichenko & Tymchenko, 2020; Denning et al., 2021; Galbraith et al., 2021). Hence, conducting empirical research to investigate the impact of training and development, specifically web-based training and workshops, on millennial employees' performance and turnover intentions was deemed beneficial. Nor et al. (2021) highlighted that the COVID-19 pandemic predominantly influenced millennials' work performance and turnover intentions. Therefore, the following hypothesis was proposed:

H<sub>3</sub>: There is a significant relationship between employee performance and turnover intention among Malaysian millennials.

Figure 1 Illustrates The Research Framework.



**Figure 1: Research Framework**

**Table 1: Summary of Findings from Past Studies**

<b>Author/Authors &amp; Year of Study</b>	<b>Findings</b>
Adkins (2021) Hee & Rhung (2019)	Insufficient training programs contribute to poor millennials' performance, leading to higher turnover intentions, especially when better opportunities with proper training are available.
Al-Mamun & Hasan (2017) Sinniah & Kamil (2017)	Organizations should recognize the role of training in reducing turnover and increasing company's success.
Ardi et al. (2021) Nemteanu & Dabija (2021)	High satisfaction with web-based training creates more learning opportunities for millennials, contributing to greater job satisfaction and improved work performance.
Boichenko & Tymchenko (2020) Denning et al. (2021) Galbraith et al. (2021)	Employees faced challenges with web-based training, leading to dissatisfaction, stress, and anxiety, prompting immediate resignations.
Bujang et al. (2021) Israr et al. (2021)	Malaysian organizations' lack of proper T&D programs has resulted in subpar work performance among millennials.
Fletcher et al. (2018) Kuruppu et al. (2021)	Practical organizational T&D reduces turnover rates by enhancing skills and knowledge.
Fraj (2021)	Low financial incentives in online training reduced employee participation in online activities and a subsequent decline in work performance.
Malek et al. (2018)	Lack of quality training led to poor performance and increased employee turnover.
Narayanan et al. (2018).	Poor performance generates negative feedback, increasing the likelihood of employees leaving.

Nguyen & Duong (2020)	T&D enhances work performance and diminishes turnover.
Nor et al. (2021)	The COVID-19 pandemic predominantly influenced millennials' work performance and turnover intentions.
Sinniah and Kamil (2017)	Adequate training and development reduced turnover intention among millennials.
Wadhwa & Madan (2017).	Employee performance is crucial for recognition attainment and retention.

### Methodology

This study employed online surveys and quantitative research methods. The researchers shared the survey on social media platforms to attract eligible millennial workers in Malaysia, accompanied by a Consent Information Statement to ensure participant anonymity and privacy. The researchers implemented rigorous data cleaning and screening processes to guarantee responses were solely from Malaysian millennials, with no missing data or incomplete questionnaires below a 75% completion rate (Sekaran & Bougie, 2016). Harman's single-factor test was conducted to assess common method bias. Podsakoff et al. (2003) recommended that the total variance extracted by a single factor should be below 50%. In this study, the primary factor explained 29.16% of the model variance, which is considered acceptable as it falls below the suggested 50%.

The participants in this study consisted of 307 millennial employees aged between 27 and 42, all employed in Malaysia. The '10-times rule,' frequently employed in partial least squares structural equation modelling (PLS-SEM), was used as the minimum estimation method for sample size, as suggested by Hair et al. (2016) and Rahi (2017). According to Roscoe's rules of thumb for behavioural research, a sample size ranging from more than 30 to less than 500 is deemed appropriate (Aziz & Mahmood, 2011). This study employed a non-probability purposive sampling method, given its suitability for the questionnaire survey targeted exclusively at millennial workers in Malaysia within the age range of 27 to 42.

An online survey was administered to participants, encompassing four sections: Respondents' Demographic, Training and Development Satisfaction Rating Scale, Individual Work Performance Questionnaire (IWPQ), and Turnover Intention Scale (TIS-15). Section A included seven demographic questions. Section B, the T&D Satisfaction Rating Scale, comprising thirteen items, was adopted from Holgado-Tello et al. (2006) to gauge respondents' satisfaction with their training and development programs. Section C, the Individual Work Performance Questionnaire (IWPQ), included twenty items adopted from Koopmans et al. (2016) to assess work performance. The Turnover Intention Scale (TIS-6) Questionnaire, consisting of six items, was adopted from Bothma and Roodt (2013) to evaluate employee retention. Data was collected using a 5-point Likert Scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The acquired data underwent analysis through the Statistical Package for the Social Sciences (SPSS) program version 20 and partial least squares structural equation modelling (PLS-SEM) using SmartPLS version 4.0 software. Initially, the reliability and validity of the instruments were assessed. Subsequently, descriptive statistics were generated using SPSS to portray the demographic background of respondents, along with the levels of training and development, employee performance, and turnover intention, by calculating means and standard deviations

for the variables. The partial least squares structural equation modelling was also employed to derive the Coefficient of Determination ( $R^2$ ) and Predictive Relevance ( $Q^2$ ) for the construct variables. Finally, the t-value significance of each construct was established through SmartPLS 4.0 using the bootstrapping technique to examine the relationships outlined in the three hypotheses.

**Validity of the Instrument**

Face and content validity were applied as this study's research instrument underwent pre-testing with five experienced experts and non-experts before data was collected from the targeted participants (Gillen, 2009). These experts and non-experts extensively reviewed and modified questionnaire items based on their feedback. Convergent validity is acceptable when the Average Variance Extracted (AVE) value exceeds 0.5 (Fornell & David, 1981). Table 2 reveals that the AVE values for the Training and Development and Turnover Intention variables exceeded 0.5, indicating the achievement of convergent validity for these constructs. However, the Employee Performance variable had an AVE value below 0.5. Nevertheless, a construct's Composite Reliability (CR) value greater than 0.6 still signifies acceptable convergent validity, even if the AVE value is below 0.5 (Fornell & Larcker, 1981; Kokkhangplu et al., 2023). In this instance, employee performance demonstrated a CR value of 0.913, surpassing the accepted threshold of 0.6, thus confirming its convergent validity.

**Table 2: Reliability Analyses Results**

Variable	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
Training and Development	0.956	0.959	0.961	0.659
Employee Performance	0.900	0.902	0.913	0.370
Turnover Intention	0.831	0.853	0.881	0.599

**Reliability of the Instrument**

When completing the survey, the targeted respondents were required to respond to every item listed on the online survey. The participants could only progress to the following section after they answered all the items in each section. Therefore, this survey research had no incomplete questionnaires or invalid or missing data. Hence, this study included 307 completed questionnaires. Based on the Mahalanobis Distance ( $D^2$ ) and Cook's Distance ( $D_i$ ) results, the data screening and cleaning procedures did not eliminate any outliers, so the total sample size of 307 remained.

The values of Cronbach's alpha were analysed to assess the internal consistency and reliability of the tested items. The instrument indicated high reliability as the overall alpha values were above 0.8. Frankel and Wallen (1993) proposed that the alpha values should be at least 0.70 or higher to be considered reliable for research purposes. As revealed in Table 1, the composite reliability (CR) values were between 0.881 and 0.961, demonstrating that all the items signified a high level of reliability.



Indicator reliability was determined by analysing the outer loadings, ranging from 0.521 to 0.894, representing the minimum acceptable level of the structure's interpretation (Hulland, 1999). Hulland (1999) proposed eliminating items with loading values below 0.5. Hence, as illustrated in Table 3, items TP4 and TP5 in the Individual Work Performance Questionnaire (IWPQ) were removed, as were items TI3 in the Turnover Intention Scale (TIS-6) Questionnaire, resulting in all the outer loading values being at least 0.5.

**Table 3: Outer Loadings Findings**

Construct	Training and Development	Employee Performance	Turnover Intention
Objectives and Content (OBJ)			
OBJ1	0.844		
OBJ2	0.806		
OBJ3	0.786		
Method and Training Context (MET)			
MET4	0.873		
MET5	0.751		
MET6	0.614		
MET7	0.828		
MET8	0.823		
MET9	0.856		
MET10	0.894		
Usefulness and Overall Rating (USE)			
USE11	0.817		
USE12	0.757		
USE13	0.868		
Task Performance (TP)			
TP1		0.675	
TP2		0.670	
TP3		0.563	
TP6		0.698	
Contextual Performance (CP)			
CP7		0.544	
CP8		0.570	
CP9		0.629	
CP10		0.628	
CP11		0.527	
CP12		0.638	
CP13		0.611	
CP14		0.584	
CP15		0.521	
Counterproductive Work Behaviour (CWB)			
CWB16		0.594	
CWB17		0.603	
CWB18		0.676	
CWB19		0.614	

CWB20

0.562

Turnover Intention (TI)	
TI1	0.838
TI2	0.814
TI4	0.750
TI5	0.616
TI6	0.829

Next, cross-loadings and heterotrait-monotrait correlation ratio (HTMT) were generated to determine discriminant validity. The cross-loadings of each relevant construct item were larger than its loadings in other constructs, illustrating a successfully developed discriminant validity model, as revealed in Table 4.

**Table 4: Cross Loadings Results**

Construct	Training and Development Satisfaction	Employee Performance	Turnover Intention
OBJ1	<b>0.844</b>	0.364	-0.518
OBJ2	<b>0.806</b>	0.388	-0.453
OBJ3	<b>0.786</b>	0.335	-0.442
MET4	<b>0.873</b>	0.384	-0.462
MET5	<b>0.751</b>	0.397	-0.417
MET6	<b>0.614</b>	0.379	-0.280
MET7	<b>0.828</b>	0.393	-0.421
MET8	<b>0.823</b>	0.376	-0.431
MET9	<b>0.856</b>	0.387	-0.481
MET10	<b>0.894</b>	0.399	-0.468
USE11	<b>0.817</b>	0.412	-0.509
USE12	<b>0.757</b>	0.339	-0.457
USE13	<b>0.868</b>	0.414	-0.493
TP1	0.254	<b>0.675</b>	-0.365
TP2	0.226	<b>0.670</b>	-0.285
TP3	0.215	<b>0.563</b>	-0.184
TP6	0.298	<b>0.698</b>	-0.426
CP7	0.303	<b>0.544</b>	-0.187
CP8	0.279	<b>0.570</b>	-0.234
CP9	0.329	<b>0.629</b>	-0.365
CP10	0.324	<b>0.628</b>	-0.422
CP11	0.293	<b>0.527</b>	-0.292
CP12	0.295	<b>0.638</b>	-0.234
CP13	0.298	<b>0.611</b>	-0.242
CP14	0.309	<b>0.584</b>	-0.399
CP15	0.247	<b>0.521</b>	-0.317
CWB16	0.305	<b>0.594</b>	-0.497
CWB17	0.284	<b>0.603</b>	-0.242
CWB18	0.331	<b>0.676</b>	-0.424
CWB19	0.276	<b>0.614</b>	-0.396
CWB20	0.232	<b>0.562</b>	-0.378

TI1	-0.503	-0.464	<b>0.838</b>
TI2	-0.460	-0.523	<b>0.814</b>
TI4	-0.320	-0.332	<b>0.750</b>
TI5	-0.331	-0.330	<b>0.616</b>
TI6	-0.492	-0.482	<b>0.829</b>

Table 5 indicates that the heterotrait-monotrait (HTMT) correlation ratio values were all smaller than 0.9, showing that the discriminant validity between the reflective constructs was successfully validated (Hair et al., 2019).

**Table 5: Heterotrait-Monotrait (HTMT) Ratio Findings**

Construct	Employee Performance	Training and Development	Turnover Intention
Employee Performance			
Training and Development	0.504		
Turnover Intention	0.609	0.609	

The analyses showed that the constructs utilised in this study were valid and reliable.

## Findings

### *Characteristics of the Respondents*

The demographic profile collected in Section A consisted of each respondent's gender, age, nationality, highest educational achievement, current city of residence, work experience and current job position. As presented in Table 6, 49.2% of the respondents were women, and 49.2% were men. Fifty-six per cent of the respondents were aged from 26 to 30, 26.7% were 31 to 35, and 17.3% were 36 to 40. In addition, 92.5% of respondents were Malaysian, while 7.5% were non-Malaysian.

Moreover, of the 307 targeted respondents, 56.4% had a bachelor's degree, while others held master's degrees (22.1%), doctorates (6.2%) or diplomas (3.3%). Holders of both Foundation and other forms of education, particularly ACCA, comprised 0.7% of the sample, while SPM and STPM holders both comprised 0.3%. This study focused on Malaysia, and most respondents lived in Kuching (41.7%), Kuala Lumpur (27.3%), Bintulu (11.7%), Miri (7.2%), Sibul (3.6%) or other cities (8.5%) such as Sabah (Kota Kinabalu, Lahad Datu, Ranau, Sandakan, Semporna and Tawau) and West Malaysia (Johor, Kedah, Kelantan, Melaka, Pahang, Penang and Perak). Furthermore, most targeted respondents had between one and five years of work experience (47.2%), followed by those who had worked for six to 10 years (28.7%), 11 to 15 years (11.7%), less than one year (11.4%) and 16 to 20 years (1.0%). Concerning the participants' current job positions, most of them worked as junior employees (51.1%), followed by those working as senior employees (30.3%), other job positions (7.2%) (administrative assistant, director, electrical engineer, executive, fire superintendent, general

manager, HR assistant, manager, management consultant and supervisor), assistant managers (6.2%) and executive managers (5.2%).

**Table 6: Demographic Profile of Respondents**

Characteristics		Frequency	Percent (%)
Gender	Male	151	49.2
	Female	156	50.8
Age	26 to 30 years	172	56
	31 to 35 years	82	26.7
	36 to 40 years	53	17.3
Nationality	Malaysian	284	92.5
	Non-Malaysian	23	7.5
Highest Education Attainment	Sijil Pelajaran Malaysia (SPM)	1	0.3
	Sijil Tinggi Persekolahan Malaysia (STPM)	1	0.3
	Diploma	41	13.3
	Foundation	2	0.7
	Bachelor's Degree	173	56.4
	Master's Degree	68	22.1
	Doctor's Degree	19	6.2
	Others	2	0.7
Current City of Residence	Bintulu	36	11.7
	Kuala Lumpur	84	27.3
	Kuching	128	41.7
	Miri	22	7.2
	Sibu	11	3.6
	Others	26	8.5
Working Experience	Less than 1 year	35	11.4
	1 to 5 years	145	47.2
	6 to 10 years	88	28.7
	11 to 15 years	36	11.7
	16 to 20 years	3	1.0
Current Job Position	Junior Worker	157	51.1
	Senior Worker	93	30.3
	Assistant Manager	19	6.2
	Executive Manager	16	5.2
	Others	22	7.2

### ***Means and Standard Deviations of the Variables***

As presented in Table 7, the integrated descriptive findings revealed a high level of training and development satisfaction among millennial employees in Malaysia (overall mean = 3.84, overall standard deviation = 0.74). Moreover, employee performance among millennial employees in Malaysia was represented at a moderate level (overall mean = 3.57, overall standard deviation = 0.51). In addition, turnover intention among millennial employees in Malaysia was indicated to be at a low level (overall mean = 2.56, overall standard deviation = 0.49). In this section, research objectives 1, 2 and 3 regarding training and development

satisfaction, employee performance and turnover intention levels were successfully answered and delivered.

**Table 7: Level of Training and Development, Employee Performance, and Turnover Intention**

Research Variables	Overall Mean	Std. Dev.
Training and Development	3.84	0.74
Employee Performance	3.57	0.51
Turnover Intention	2.56	0.49

***Coefficients of Determination (R<sup>2</sup>) and Predictive Relevance (Q<sup>2</sup>)***

The structural model was assessed by examining the Coefficients of Determination (R<sup>2</sup>) and Predictive Relevance (Q<sup>2</sup>) values. A value of R<sup>2</sup> equal to or exceeding 0.10 and a Q<sup>2</sup> value greater than 0 signifies a relationship between the model's constructs (Hair et al., 2016; Falk & Miller, 1992). Based on the R<sup>2</sup> values presented in Table 8, it can be observed that T&D impacts employee performance, explaining 22.1% of the variance in employee performance. Regarding the association between T&D and turnover intention, the R<sup>2</sup> value is 0.426, indicating that T&D accounts for 42.6% of the variance in turnover intention.

In Table 8, the Q<sup>2</sup> values for the two dependent variables, employee performance and turnover intention, are 0.207 and 0.303, respectively. This implies that the structural model possesses predictive power, as both Q<sup>2</sup> values exceed 0.

**Table 8: Coefficient of Determination (R<sup>2</sup>) And Predictive Relevance (Q<sup>2</sup>) Findings**

Variables	R <sup>2</sup>	Q <sup>2</sup>
Employee Performance	0.221	0.207
Turnover Intention	0.426	0.303

***Hypotheses Testing***

Figure 2 reveals that the three hypotheses were tested using the PLS-SEM bootstrapping method. Table 9 shows that Hypothesis 1 was supported ( $\beta$ -value = 0.471, standard deviation = 0.050, t-value = 10.024, p-value = 0.000). This demonstrated that T&D had a significant positive correlation with employee performance among millennials in Malaysia. Moreover, Hypothesis 2 was supported ( $\beta$ -value = -0.374, standard deviation = 0.056, t-value = 6.947, p-value = 0.000). Thus, a significant negative correlation was identified between T&D and turnover intention among millennials in Malaysia. Hypothesis 3 was also supported ( $\beta$ -value = -0.387, standard deviation = 0.055, t-value = 8.041, p-value = 0.000), so a significant negative correlation was identified between employee performance and turnover intention among millennials in Malaysia. These findings were consistent with those obtained in studies by Nemteanu and Dabija (2021), Nguyen and Duong (2020) and Narayanan et al. (2018). Therefore, Research Objectives 4, 5 and 6 regarding the relationships between training and development, employee performance and turnover intention were successfully attained.

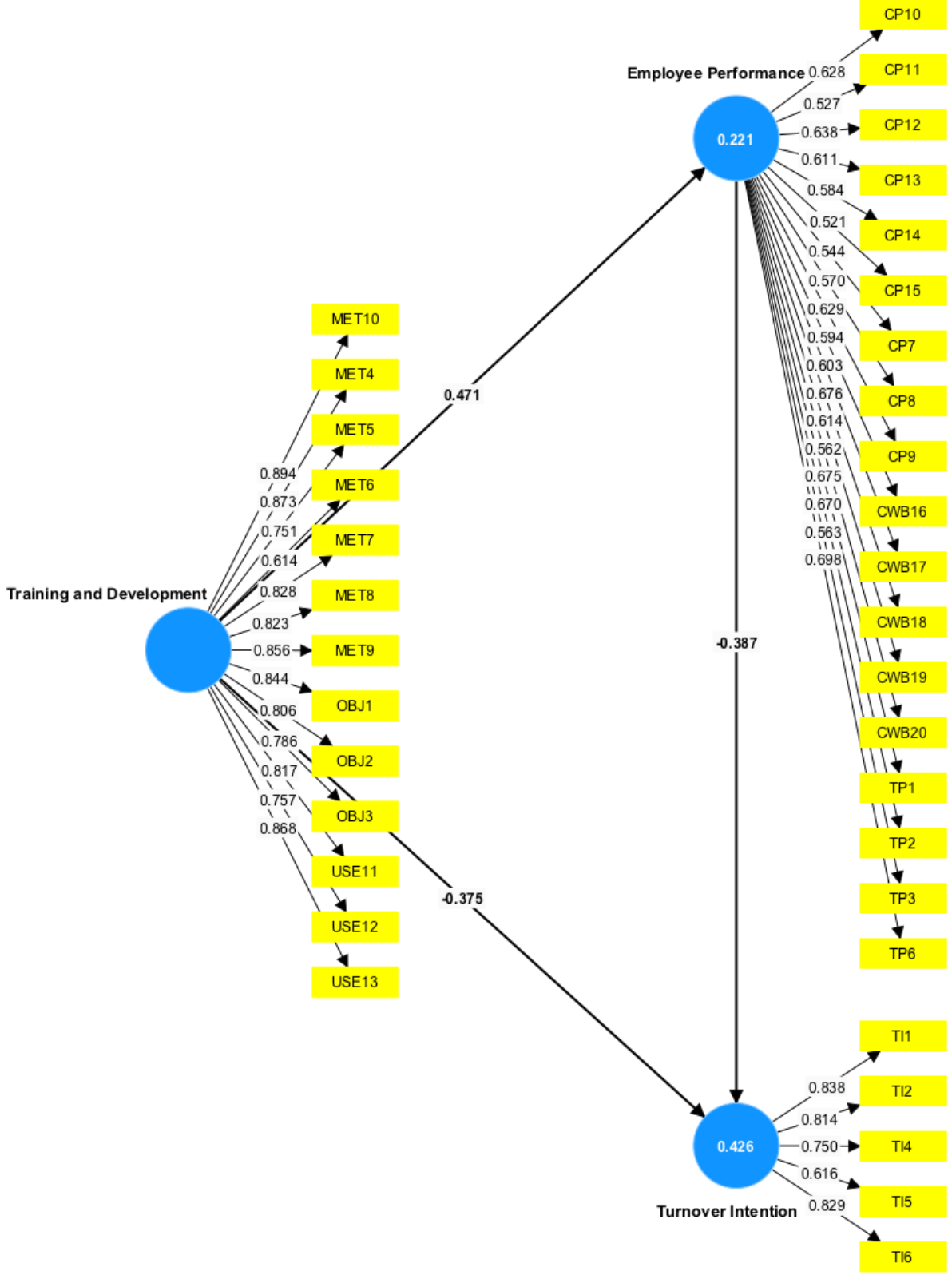


Figure 2: Structural Model

**Table 9: Summary Of Hypotheses Testing Results**

Relationship	Direct Effect ( $\beta$ -Value)	Standard Deviation	t-value	p-value	Hypothesis
H <sub>1</sub> : Training and Development → Employee Performance	0.471	0.050	10.024	0.000	Supported
H <sub>2</sub> : Training and Development → Turnover Intention	-0.375	0.056	6.947	0.000	Supported
H <sub>3</sub> : Employee Performance → Turnover Intention	-0.387	0.055	8.041	0.000	Supported

### Discussion

This research reveals that millennial employees in Malaysia expressed substantial satisfaction with T&D initiatives. Despite conflicting studies suggesting that organizations faced financial challenges, mainly due to the COVID-19 pandemic, leading to insufficient T&D provision, Malaysian millennials consistently reported high satisfaction with their companies' T&D programs (Ardi et al., 2021; Nemteanu & Dabija, 2021). This positive sentiment may be attributed to millennials' need to enhance their abilities, skills, and knowledge in response to the evolving work environment and culture. Adapting to new work patterns and post-pandemic working styles likely drove millennials to engage actively and appreciate T&D opportunities, as highlighted in this study (Fraij, 2021; Okechukwu, 2017; Sadid-Zadeh et al., 2020). The findings indicate that Malaysian millennial workers demonstrated high satisfaction with T&D programs.

Ghaffari et al. (2017) reported that millennial employees in Malaysia demonstrated high levels of work performance before the COVID-19 pandemic. However, the current study findings point to a moderate level of employee performance among millennials in Malaysia. Millennial workers experienced pressure, anxiety, and depression because of web-based training, as indicated in studies by Denning et al. (2021) and Galbraith et al. (2021). Adopting virtual or hybrid working environments resulted in substantial workloads, unrealistic performance expectations, inadequate infrastructure, and challenges in communication between employers and employees, as identified in research conducted by Saleem et al. (2021) and Wiradendi Wolor et al. (2020).

The findings indicated a low turnover intention among Malaysian millennials. In adapting to new work methodologies and navigating virtual work settings during and after the pandemic, millennials proactively enhanced their skills to improve job performance, as outlined by Fraij (2021), Okechukwu (2017), and Sadid-Zadeh et al. (2020). Achieving low turnover intention and enhanced job performance was linked to millennials acquiring practical abilities and skills through T&D programs, as Fletcher et al. (2018) and Kuruppu et al. (2021) discussed. According to Ibrahim et al. (2021), retention rates remained high among millennials in Malaysian workplaces during the COVID-19 crisis. Additionally, Ojo et al. (2021) emphasized

that millennials encountered challenges in job searching amid the pandemic, given the uncertainty and ambiguity of the situation, and leaving current positions did not guarantee access to better job opportunities.

The findings demonstrated a significant relationship between T&D satisfaction level and employees' job performance. Prior research by Ardi et al. (2021), Hee and Rhung (2019) and Nemteanu and Dabija (2021) indicated that if millennials in Malaysia were highly satisfied with T&D that enabled them to gain more learning opportunities and strengthen their skills, the work performance of this employee category improved. Thompson (2016) mentioned that global firms spend \$50 billion yearly on T&D to achieve optimum work outcomes and improve employee performance. Adequate T&D programs were found to boost the future work performance of millennial workers and reduce employee turnover (Nguyen & Duong, 2020). Millennials have also highlighted that T&D motivated them to perform effectively at work (Raghavan & Mahmood, 2015).

Furthermore, the negative correlation between T&D and turnover intention aligns with the results of prior research studies (Nguyen & Duong, 2020; Sinniah & Kamil, 2017). T&D represents a crucial human resource practice, and human capital investments assist companies, and millennial employees achieve significant job enhancements (Bendickson et al., 2017; Gillies, 2017). T&D is critical in fostering creativity, meeting learning needs, and enhancing overall job performance within the millennial workforce. Consequently, the intention to leave employment decreased as millennials experienced satisfaction and development of their potential through T&D programs (Nguyen & Duong, 2020). Meanwhile, Hee and Rhung (2019) asserted that millennials exhibited a strong interest in continuous learning and were drawn to intense work challenges to attain advanced improvement. According to Fahim (2019) and Hee and Rhung (2019), millennials are willing to commit to and stay with a company for the long term after receiving the desired T&D opportunities.

The results suggest a negative association between the work performance of millennials and their turnover intention. Employee performance was identified as a factor influencing the inclination to resign from a company, particularly when employees received negative feedback from the organization or colleagues, prompting them to contemplate leaving their positions either promptly or in the future (Narayanan et al., 2018). According to a study, employee performance contributes to a sense of achievement, encouraging employees to persist in their roles and the current organization (Wadhwa & Madan, 2017). Employees' acquisition of practical T&D involving specific skills and knowledge was linked to improved employee performance, thereby reducing turnover intention (Fletcher et al., 2018; Kuruppu et al., 2021).

### **Theoretical Implications**

This study makes a valuable contribution to the limited theoretical literature addressing the impact of T&D on employees' job performance and turnover intention, particularly among millennials in Malaysia. The significance of this research lies in its utilization of human capital theory to elucidate how T&D can enhance performance and diminish the turnover intention of millennials. This group has faced challenges during and after the pandemic due to inadequate T&D in Malaysia. The findings of this study establish a clear connection between T&D and the job performance and turnover intention of Malaysian millennial employees. Human capital theory underscores the importance of investing in individuals to enhance skills, knowledge, and capabilities, aligning with T&D initiatives that aim to improve individual and



organizational performance, stimulate innovation, and contribute to the long-term success of organizations (Nor et al., 2021).

### **Practical Implications**

This study uncovered a notable correlation between T&D programs, the work performance of millennial employees, and their turnover intention in Malaysia. These findings imply that participation in training programs could empower millennials to enhance their job performance and demonstrate a more substantial commitment to remain with and contribute to their organization, reducing the likelihood of job changes. This research suggests that managers within Malaysian organizations could enhance T&D effectiveness, leading to improved employee performance and decreased turnover intention among millennials. Organizations should offer impactful T&D programs to promote content retention and commit employees to satisfy millennials' aspirations for skill and capability enhancement. Additionally, HR departments should ensure the design and delivery of effective T&D programs, with ongoing quality feedback crucial in refining future initiatives to meet employee expectations (Kester & Oludeyi, 2017).

### **Conclusion**

Efficient work performance and a commitment to remain with and show loyalty to their organization are vital for employees, especially millennials, underscoring the essential role of T&D. The landscape of T&D for millennial employees has undergone significant changes due to the COVID-19 pandemic. The study outcomes underscore a robust link between heightened satisfaction with T&D and improved work performance among millennials. Additionally, statistical evidence emphasizes the considerable impact of T&D on turnover intention within the millennial demographic. These findings imply that T&D affects Malaysian millennial employees' work performance, and conversely, their turnover intention is directly influenced by their work performance.

Based on the findings of this study, it is strongly recommended that web-based training be prioritized for Malaysian millennial employees. This approach allows them the flexibility to complete courses at their preferred times, providing valuable learning opportunities and enabling the acquisition of new skills and knowledge. Additionally, it is suggested that a 360-degree feedback evaluation system for millennial employees be implemented. This system would furnish real-time information about employees, facilitating the allocation of appropriate T&D programs based on their preferences and needs. However, it is essential to note a limitation in the current study, where only a quantitative research method was employed for data analysis. Furthermore, the study's scope was restricted to millennials in Malaysia. To address the research limitations, future researchers should encompass qualitative and quantitative methods and include a broader range of participants from Generation X, Generation Z, and Baby Boomers in Malaysia.

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