

THE INFLUENCE OF TRAINING, CAREER DEVELOPMENT, AND COMPENSATION ON EMPLOYEE RETENTION AT PT. SEIWA INDONESIA



Selva Yuniana¹
Universitas Pelita Bangsa, Bekasi, Indonesia
yunianaselva@gmail.com

Fifi Hanafia²
Universitas Pelita Bangsa, Bekasi, Indonesia
fifihanafia77@gmail.com

Abstract

To achieve success in increasing employee retention, companies must pay attention to several factors, including providing appropriate training to employees, providing career development, and providing appropriate compensation so that they feel cared for by the company and provide their best performance to the company. The purpose of this research is to determine the effect of training, career development, and compensation on employee retention at PT Seiwa Indonesia. Data collection was carried out utilizing observation and questionnaires. The sampling technique was simple random sampling using the Slovin formula with a sample of 87 people in the population. This research uses quantitative methods using validity tests, reliability tests, multicollinearity tests, heteroscedasticity tests, multiple regression tests, t-tests, and F tests with the help of SPSS statistics. Based on the test results using the t-test, it shows that compensation partially has a positive and significant effect on employee retention, while job training and career development have no effect on employee retention, the test results using the F test show that job training, career development and compensation simultaneously have a positive effect on employee retention, the results of testing the coefficient of determination on the Adjusted R Square (R^2) variables of job training, career development, and compensation can explain the magnitude of the influence of product quality, promotion and price on customer satisfaction of 61.5% while 38.5% is influenced by other factors.

Keywords: Job Training, Career Development, Compensation, Employee Retention

INTRODUCTION

In the age of globalization, corporate development is becoming more and more challenging. To thrive, a firm has to react swiftly to any changes that take place, particularly in the increasingly cutthroat rivalry among businesses. It is impossible to separate the many forms of internal and external assistance that a firm needs to grow. One of them originates from the way a corporation governs its human resource management (Rofifah et al, 2021). The tasks of human resource management include organizing, managing, and making the most of the available human resources. Because they enable a firm to perform its operations and meet its goals, human resources play a critical role in its success. Naturally, a business cannot function effectively without human resources.

To stay in the competition, businesses or organizations need to keep expanding. Having excellent human resources is one way that the business might have a competitive edge that is hard for other businesses to copy. Human resources that possess strong knowledge, skills, aptitudes, and work dispositions are considered qualified. For any organization to succeed in accomplishing its goals, it is not only necessary for the company to have high-quality human resources; these resources also need to be developed and maintained, especially given how quickly the current environment is changing. Human resources are the primary and governing component in the management process and attaining organizational goals, therefore a company's success is mostly dependent on them.

At the moment, Indonesia is making quick advances in some areas, including commerce, industry, technology, and education. The value of human resources in a firm remains unaffected by technical advances, even though it is crucial to the growth of a company since technology cannot function without people. As a result, a lot of businesses are worried about the competitive job market and the difficulty in attracting and keeping the best workers.

Employees and human resources are tightly associated throughout the firm. It is important to uphold the attitudes, circumstances, and working environment of employees to ensure their continued performance endures and even improves (Manggasa & Tanuwijaya, 2023). Consequently, businesses need to be aware of everything about employee rights.

When workers feel valued by the organization, they are probably less likely to want to quit (have a lower turnover intention). If the firm is unable to uphold the rights of its workers, then those workers may take actions that damage the business and impede the attainment of its objectives. Manufacturing enterprises are today's most advanced businesses. Manufacturing businesses transform raw resources into final or semi-finished products. The activities of manufacturing themselves involve a large amount of work. As a result, manufacturing businesses work to keep their staff members.

A firm in the automobile manufacturing sector, PT Seiwa Indonesia is a part of the Mitsuboshi Belting Ltd group of enterprises, which was founded in Kobe, Japan. PT Seiwa Indonesia was founded on October 18, 1996, and began manufacturing Power Transmission Belts for 2- and 4-wheeled vehicles, industrial, and electronics in March 1997. a global corporation in the Bekasi Regency's MM2100 Area Gandamekar Village, West Cikarang District, and automobile manufacturing sector. Global markets all around the world have acknowledged PT Seiwa Indonesia's product quality. 680 people work with PT Seiwa Indonesia in total (info as of October 2023). There are 563 permanent workers, 111 contract workers, 5 foreign workers, and 1 probationary worker among the total.

The findings obtained indicate that PT Seiwa Indonesia is experiencing issues with employee turnover. It is getting more and harder to find competent employees these days, let alone keep the ones you have so there is no employee turnover. The turnover rate at PT Seiwa Indonesia from 2017 to 2022 provides evidence for this, as does the data collection on new hires and terminations. Data on corporate turnover can be used to determine employee retention. Based on information gathered from observations, it is known that PT Seiwa Indonesia has had a high turnover rate during the previous five years, with an average of 11.35 percent. According to Gillies (1989), a reasonable range for staff turnover is 5–10 percent annually; a turnover rate of more than 10 percent annually is considered excessive. PT Seiwa Indonesia's high turnover rate from 2017 to 2022 is shown in Table 1.1. The average staff turnover rate of PT Seiwa Indonesia from 2017 to 2022, which is still more than 10% and falls within the category of above-normal limits, serves as evidence of this. The company's retention rate will be impacted by this.

This pattern leads one to believe that issues with the company's human resources are the cause of the reportedly variable turnover rate. These resource issues can arise from both internal and external sources, including interactions between coworkers and superiors, as well as from job satisfaction, performance, and potential, all of which have an impact on turnover (Sauerman & Isbahi, 2023). This will have an impact on the company's retention rate. To meet the stated goal in the long run, the company's success will be hampered by a low staff retention rate. The organization will suffer from low retention as it would have to incur more expenses for hiring new staff.

One element to reduce turnover and retain employees is employee training. Providing training is very important for employees, because it can increase knowledge for employees about work, can improve work performance, and employee motivation (Rakimen, 2024). Companies that provide training and educational facilities to employees are more committed and loyal to the organization. Likewise, employees who are given education and training will be able to increase productivity in the company. In the book (Hadiningrat et al., 2023: 4), Michael Armstrong states that training is the methodical development of the information, abilities, and attitudes necessary for an individual to function well in line with the duties and responsibilities that are allotted to them. Herwina (2021: 4) defines training as a brief procedure that allows an individual to improve group or individual skills utilized at work to acquire the capacity to support the achievement of industrial goals. Furthermore, training is a process of methodically altering employee behavior to meet corporate objectives, according to Kawiana (2020). To assist people, in acquiring the skills and talents they need to successfully do their jobs, training is oriented toward both the present and the future. Sunarsi (2018: 18) claims that training is conducted in an attempt to raise human resource performance, which is a cycle that has to be continued. Because the company's human resources must be able to balance the company's development. Employee performance at a firm needs to be consistently aligned with the company's growth and development in addition to its business development. PT Seiwa Indonesia is doing this training to enhance workers' or employees' capacity to perform their tasks. Since many workers perform the same tasks every day, it is anticipated that this software will assist workers in realizing their potential.

Based on observational data, it is known that throughout the previous five years, PT Seiwa Indonesia's average training activities accounted for just 43% of total training, with 57% of training being pushed back from the scheduled yearly training program. The company's employee training data has never been fully implemented following the annual training plan because training necessitates a sizable budget, which leads to training that is not authorized by the business. As a result, many training topics are pushed back from the planned annual training schedule because of financial constraints. Every employee at PT Seiwa Indonesia has the opportunity to participate in both public and internal training programs. Internal and external mentors or instructors are invited to conduct in-house training for employees of the organization. Public training, on the other hand, is conducted by sending a chosen group of employees to training sessions led by other organizations, like other universities. The staff that PT Seiwa Indonesia trained have not been able to do their jobs effectively and efficiently. This is because there aren't enough training materials available and the company's training isn't appropriate for helping employees carry out their responsibilities. Access to suitable training periods can boost output, which in turn influences worker efficiency and enhances worker performance, ultimately leading to job satisfaction. Employers may enhance the caliber of their workforce by offering thorough training and development. As a result, workers may be more productive and have more comfort at work.

In addition to helping workers do their tasks more effectively, PT Seiwa Indonesia offers training that gives them the chance to advance in their professions. Without corporate policies and assistance, this career growth cannot proceed on its own. Consequently, firm executives must be willing and committed to regularly implementing employee career development. To lower turnover, career development also has a significant impact on employees' decisions to remain with the organization. One crucial component of human resource management that shouldn't be overlooked is career development. Opportunities for training, advancement, and skill development are included in career development to enhance employees' performance at work. The process of determining an employee's professional capabilities and obtaining them by using the right models is known as career development. A person's standing or role at work over their lifetime is referred to as their career. Career development, according to Siagian in (Lubis et al., 2024: 258), is a personal adjustment a

person takes to fulfill a career strategy. Career development, according to Horwitz et al. (Nurmalitasari & Andriyani, 2021: 2), is a means for employers to give staff members chances to advance both personally and professionally. professional development, according to Handoko (Afridhamita & Efendi, 2020: 16), is a personal advancement that a person might undertake to fulfill a predetermined professional objective. According to Ardana et al. (Afridhamita & Efendi, 2020: 16), career development also entails improvements made by the people department to a work plan that is in line with the organization's route or level.

The career development program that PT Seiwa Indonesia offers to its workers still has several issues. For example, the requirements for promotions are frequently not in line with the established regulations, which can lead to conflicts between new hires and established staff compromise worker comfort, and decrease commitment to the job. Employee preparedness, willingness, and pride in the organization are all impacted by this. Workers lose interest in their jobs, their passion wanes, they lose the will to succeed, they are unwilling to put in the extra effort or work hard, and they do not instill a sense of pride in their coworkers. Ultimately, the worker decides to leave his job and join a different organization.

Compensation, together with career development and training, helps to retain excellent workers employed and happy, which in turn lowers turnover. Employers may affect employee motivation in several ways, such as by rewarding staff members who meet corporate goals and objectives through performance-based pay, which deters employees from choosing to leave their jobs and join rival businesses. Employers who set pay rates based on typical means of subsistence will enable their staff to work with maximum enthusiasm. Compensation is described by Evriliani & Gunawan (2024: 348) as the benefits that are provided to workers in exchange for their labor, contributions, or services to a business or organization, both directly and indirectly in the form of tangible and intangible revenue. Furthermore, as stated by Gani et al. (2022: 586), compensation is a sort of just and appropriate direct or indirect payment given to workers in exchange for services rendered in support of organizational objectives. The main objectives of pay are to draw in, keep, and inspire workers. Compensation and turnover are closely related since an employee's retention rate is high if the salary they get can match their demands.

Leaders need to consider a variety of retention tactics, such as staff retention, to lower employee turnover. Management uses employee retention as a tactic to encourage workers to remain at the firm for a predetermined amount of time. It is not simple to retain workers whose abilities align with the demands of the organization; doing so requires a unique approach. Employers must use a variety of tactics and initiatives to keep people on board, but the most crucial factor is to ensure that workers are comfortable. A poor employee retention rate will deteriorate working conditions for its staff, which may lead to a high employee turnover rate. Employee retention, according to Panca et al. (2024: 139–140), is an organizational strategy to enhance and preserve workers' emotional, physical, and behavioral health so that workers are at ease and devoted to their jobs and can eventually accomplish organizational goals. Disa & Djastuti (2019) define employee retention as a business's attempt to hold onto workers who show promise in accomplishing the organization's objectives. Furthermore, as stated by Hafanti in (Suta & Ardana, 2019), the capacity of the business to keep its finest employees on board is known as employee retention. The program for maintenance, which aims to improve employees' physical and mental health as well as their devoted attitude toward their jobs, is intimately linked to employee retention. To increase employee retention in a firm, the maintenance program may function well if it is implemented in tandem with the welfare program that employees require and complies with internal and external consistency guidelines.

A high employee retention rate will impact the effectiveness of the company in accomplishing its purposes and goals. At PT Seiwa Indonesia, a high turnover rate results in poor levels of retention. The findings of the observations made on staff retention between 2017 and 2022 indicate that, throughout the previous five years, PT Seiwa Indonesia's employee retention rate has varied annually. The percentage of employees retained by the company was only 84.46% in 2017. In 2018, that percentage increased to 87.77% from 2017 to 2018, and to 90.57% from 2018 to 2019. However, in 2020, that percentage fell to 88.73% from 2019 to 2021, and in 2022, that percentage fell to just 88.84%, ostensibly because the company had reduced its workforce with less potential. Three factors—training, career development, and compensation—have an impact on this, which results in a yearly decline

in the proportion of employee retention. The organization will suffer from low retention as it would have to incur more expenses for hiring new staff.

Companies need to focus on several things to successfully increase employee retention, such as giving workers the right training, fostering career development, and paying them fairly so they feel valued by the organization and give their best work.

REVIEW OF LITERATURE

Training

Walker states in (Millena & Mon, 2022) that training is a crucial component of human resources as it may help workers become more productive and play a big role in retention initiatives. Herwina (2021: 4) defines training as a brief procedure that allows an individual to improve group or individual skills utilized at work to acquire the capacity to support the achievement of industrial goals. Furthermore, training is a process of methodically altering employee behavior to meet corporate objectives, according to Kawiana (2020). To assist people, in acquiring the skills and talents they need to successfully do their jobs, training is oriented toward both the present and the future. Training is an incentive for someone to behave and work properly and diligently in line with the responsibilities and duties that have been assigned to him, and it is a highly significant emotional force for a new job, claim Baehaki & Faisal (2020: 11). In the meanwhile, Wahyuningsih (2019) claims that training is a procedure to raise employee competency and may develop workers' aptitudes, competencies, and knowledge to carry out tasks successfully and efficiently to meet organizational objectives. Training is a systematic strategy for learning new information or skills to improve employee productivity and organizational growth, according to Aguinis and Kraiger in (Al-Sharafi et al., 2018).

Career Development

According to Horwitz et al. in (Nurmalitasari & Andriyani, 2021: 2) career development is a way for companies to provide opportunities for employees to grow and develop both personally and professionally. Career development is one of the human resource

practices that help companies in retaining employees. Career development according to Andrew J. Fubrin in (Nurmalitasari & Andriyani, 2021: 6) is a staffing activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves to the maximum. According to Kaswan (2017) states that development is a process by which employees acquire skills and experience to be successful in their current jobs and future tasks. Then according to Rivai in (Silen, 2016: 175) defines career development as follows career development is the process of increasing individual work abilities achieved to achieve the desired career. Career development is personal improvements made to achieve a career plan. Career development means that the organization/company/leadership has made prior plans on how to develop employees' careers while working (Soetrisno, 2016: 160). Career development is an effort made by the organization to plan its employees' careers, which is referred to as career management, including planning, implementing, and supervising careers (Sinambela, 2016: 260).

Compensation

According to Afandi (2018: 73), work compensation is something that an employee gets for his job and is obtained from his evaluation of his work situation. Compensation is given for one's work and is done as an expression of gratitude for achieving one of the main values of the job. Compensation is a form of reciprocity given by the company to employees in the form of financial or non-financial, either directly or indirectly for the performance given by employees to the company and employees receive this compensation fairly according to their duties (Larasati, 2018). According to Priansa (2017: 5) states that compensation is everything that employees receive in return for their work. Cashmere (2016) states that compensation is a reward given by the company to its employees, both financial and non-financial. Another thing with the opinion of Hasibuan (2016) states that compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided to the company. According to Mondy (2016: 12) compensation is the total of all rewards received by employees instead of the services they have provided. Total compensation is shown in direct financial compensation and indirect compensation.

Employee Retention

According to Panca et al., (2024: 139-140) employee retention is an organizational way to improve and maintain the mental, physical, and behavioral health of employees so that employees feel comfortable and loyal to their work and can ultimately achieve organizational goals. The company must be managed properly with quality resources because human resources are a very important asset for the company itself. Losing employees will make things worse, hence the need for employee retention. Employee retention has become a major issue in many organizations. Therefore, organizations need to recognize that employee retention is an ongoing human resource concern and a significant responsibility for managers (L. D. Sumantri & Bahrin, 2022: 12). Employee retention is an effort to maintain a workforce or employees who have potential and have met the qualifications of a company (Nurmalitasari & Andriyani, 2021). According to Pratiwi and Sriathi (2017: 1478) state that employee retention is a company's effort to retain employees who perform well to stay in the company for a certain period. According to Mathis & Jackson (2016), employee retention is an effort to retain employees to remain in the organization to achieve the organization's goals. According to Putra and Rahyuda (2016), employee retention is a method used by management to retain competent employees to stay in the company for a certain period.

RESEARCH METHOD

In this research, the approach used is quantitative. Quantitative research is a structured scientific approach to elements, phenomena, and their relationships with number-based data collection. According to Sugiyono & Lestari (2021: 50) in their book argue that quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, to describe and test predetermined hypotheses. This study uses an approach method with the formulation of associative problems, the formulation of associative problems aims to find a relationship or influence between two or more variables, to determine the relationship between the independent

variable and the dependent variable, and is used to build a theory that serves to explain a particular phenomenon symptom.

The conceptual framework of this research is presented using a flowchart table scheme which aims to make it easier to understand the effect of training, career development, and compensation on employee retention at PT Seiwa Indonesia. By referring to the literature, previous research articles, and hypotheses, the research design can be organized in the form of the following description:

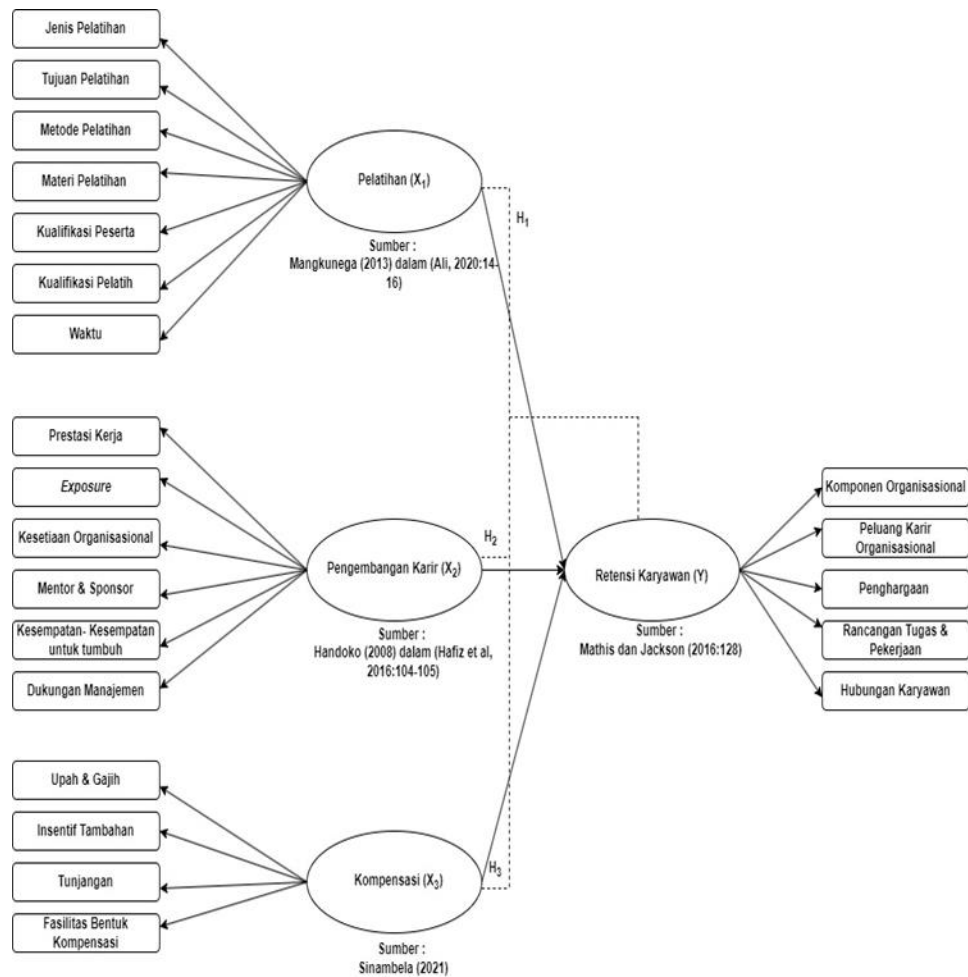


Figure 1.

Research Design

Source: Author Processed Data, 2023.

The research was conducted at PT Seiwa Indonesia located in the MM2100 Industrial Estate, Jl. Lombok 1 Blok M2 No.2, Gandamekar Village, West Cikarang District, Bekasi

Regency, West Java 17520 with the research time starting in September 2023 until February 2024. The researcher will take a sample of 87 respondents from the population of employees at PT Seiwa Indonesia, totaling 680 people, with the consideration that this number is expected to represent the research sample. The sampling technique used in this study is the probability sampling approach technique with the type of simple random sampling technique. According to Sugiyono (2018), probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member, and simple random sampling according to Sugiyono (2018), simple random sampling is the use of sample members from a population that is carried out randomly without regard to the strata that exist in a population.

In this study, the data collection technique that will be used is the use of a questionnaire. In this questionnaire, scoring is done using a Likert scale. Respondents will rate each statement by giving a score from 1 to 5. The method is to measure the Likert scale, to survey employees at PT Seiwa Indonesia who are sampled, the questionnaire is given in the form of questions that must be answered by the respondent. This secondary data will be a valuable source of information to strengthen research findings and broaden insights into the phenomenon being studied. By combining secondary data with primary data obtained through questionnaires, this research will have a strong basis for answering research questions and producing more comprehensive findings. The analysis methods used in this study are validity test, reliability test, classical assumption test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression test, and hypothesis testing (T-test, F test, and coefficient of determination test).

RESULTS AND DISCUSSION

Validity Test Results

Table 1.
Validity Test

Variable	Item	Rcount	Rtable	Information
X1	X1.1	0,666	0,210	Valid

	X1.2	0,687	0,210	Valid
	X1.3	0,716	0,210	Valid
	X1.4	0,769	0,210	Valid
	X1.5	0,696	0,210	Valid
	X1.6	0,772	0,210	Valid
	X1.7	0,651	0,210	Valid
	X1.8	0,652	0,210	Valid
	X1.9	0,590	0,210	Valid
	X1.10	0,560	0,210	Valid
	X2	X2.1	0,592	0,210
X2.2		0,594	0,210	Valid
X2.3		0,698	0,210	Valid
X2.4		0,639	0,210	Valid
X2.5		0,560	0,210	Valid
X2.6		0,614	0,210	Valid
X2.7		0,741	0,210	Valid
X2.8		0,681	0,210	Valid
X2.9		0,774	0,210	Valid
X2.10		0,711	0,210	Valid
X3	X3.1	0,733	0,210	Valid
	X3.2	0,801	0,210	Valid
	X3.3	0,630	0,210	Valid
	X3.4	0,785	0,210	Valid
	X3.5	0,808	0,210	Valid
	X3.6	0,816	0,210	Valid
	X3.7	0,802	0,210	Valid
	X3.8	0,746	0,210	Valid
	X3.9	0,769	0,210	Valid
	X3.10	0,769	0,210	Valid
Y	Y.1	0,778	0,210	Valid
	Y.2	0,797	0,210	Valid
	Y.3	0,845	0,210	Valid
	Y.4	0,714	0,210	Valid
	Y.5	0,800	0,210	Valid
	Y.6	0,773	0,210	Valid
	Y.7	0,734	0,210	Valid
	Y.8	0,795	0,210	Valid
	Y.9	0,802	0,210	Valid

	Y. 10	0,769	0,210	Valid
--	-------	-------	-------	-------

Source: Author Processed Data, 2024

Based on the table above, it is stated that the results of the calculation of $r\text{-count} > r\text{-table}$. So, the obtained $r\text{-table}$ value is 0.210 with a significance value < 0.05 . This means that all statement items in the questionnaire are declared valid.

Reliability Test Results

Table 2.
Reliability Test

No	Variable	r-Alpha	r-Critical	Description
1	Job Training	0,761	0,60	Reliable
2	Career Development	0,778	0,60	Reliable
3	Compensation	0,780	0,60	Reliable
4	Employee Retention	0,743	0,60	Reliable

Source: Author Processed Data, 2024.

Based on the table above, a reliability assessment is carried out on each question that is considered valid. A variable is considered reliable or significant if its responses to questions are consistent. The reliability coefficient of the Job Training instrument is around $r_{ll} = 0.761$. The Career Development instrument has a coefficient of determination of $r_{ll} = 0.778$. The compensation instrument has a coefficient of determination of $r_{ll} = 0.780$. The Employee Retention instrument has a coefficient of determination of $r_{ll} = 0.743$. These results show that the instrument has an "Alpha Cronbach" value higher than 0.70, which indicates that the instrument is a more reliable or less dependent variable.

Normality Test Results

Table 3.
Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		87
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.43478461
	Absolute	.081

Most Extreme Positive	.081
Differences Negative	-.068
Test Statistic	.081
Asymp. Sig. (2-tailed)	.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Author Processed Data, 2024

Based on the normality test results above, it shows that the significance value or Asymp. Sig. (2-tailed) is greater than 0.05, namely 0.118 ($0.200 > 0.05$). So it is concluded that the data tested in this study are normally distributed.

Multicollinearity Test Results

Table 4.
Multicollinearity Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	9.065	3.722			
	X1	.062	.110	.051	.560	1.786
	X2	.120	.121	.103	.430	2.325
	X3	.618	.085	.680	.526	1.902

a. Dependent Variable: Y

Source: Author Processed Data, 2024

Based on the table above, each variable has a tolerance value above 0.1 and a VIF value below 10. Thus, it can be concluded that the regression model in this study does not show multicollinearity between the dependent variables.

Heteroscedasticity Test Results

Table 5.
Heteroscedasticity Test
Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
-------	-----------------------------	---------------------------	---	------

		B	Std. Error	Beta		
1	(Constant)	-.915	1.358		-.674	.503
	X1	-.015	.071	-.029	-.215	.830
	X2	2.719	1.778	.203	1.530	.131
	X3	.024	.426	.007	.056	.956

a. Dependent Variable: ABS_RES

Source: Author Processed Data, 2024

It can be seen that the significance level of each variable is greater than 0.05 based on the results of the heteroscedasticity test using the Glejser test in Table 4.5. and this indicates that heteroscedasticity in the regression model in this study does not occur. and the independent variable does not experience heteroscedasticity.

Autocorrelation Test

Table. 6
Autocorrelation Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.784 ^a	.615	.601	3.496	2.532

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Author Processed Data, 2024

Based on the table above, the Durbin Watson value is 2.090, the comparison uses a significance value of 5%, the number of samples is 87 (n), and the number of independent variables is 3 (k = 3), then in the Durbin-Watson table a du value of 1.7232 will be obtained. Because the DW value of 2.532 is greater than the upper limit (du) of 1.7232 and less than 4 - 1.73 (2.27), it can be concluded that there is no autocorrelation.

Multiple Linear Regression Analysis Test Results

Table 7.
Multiple Linear Regression Analysis Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.065	3.722		2.436	.017

X1	.062	.110	.051	.564	.574
X2	.120	.121	.103	.989	.326
X3	.618	.085	.680	7.246	.000

a. Dependent Variable: Y

Source: Author Processed Data, 2024

Based on the table above, it shows that the multiple linear regression equation $Y' = 9.065 + 0.062 X1 + 0.120 X2 + 0.618X3 + e$. The model can be interpreted (1) The constant (a) of 9.065 means that if the independent variables Job training, Career Development and compensation are constant, then the magnitude of the dependent variable Employee Retention is worth 9.065. (2) Job training (X1) has a coefficient value of 0.062. This indicates that the coefficient of the variable Job Training (X1) has a Positive Effect (unidirectional) on Retention (Y). If Job training increases by one unit, then Employee Retention will increase by 0.062 units. This means that the higher the value of Job Training, the higher Employee Retention. (3) Career Development (X2) has a coefficient value of 0.120. This indicates that the coefficient of the Career Development variable (X2) has a negative effect on Retention (Y). If Career Development increases by one unit, then Employee Retention will increase by 0.120 units. This means that the higher the value of Career Development, the higher Employee Retention. (4) Compensation (X3) has a coefficient value of 0.618. This indicates that the coefficient of the Career Development variable (X3) has a negative effect on Retention (Y). If compensation increases by one unit, then Employee Retention will increase by 0.618 units. This means that the higher the compensation value, the higher the Employee Retention.

Hypothesis Test Results

T Test Results

Table 8.
T Test (Partial Significance)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.065	3.722		2.436	.017
X1	.062	.110	.051	.564	.574
X2	.120	.121	.103	.989	.326
X3	.618	.085	.680	7.246	.000

a. Dependent Variable: Y

Source: Author Processed Data, 2024

Based on the table above, it proves that the significant value of Job Training with Employee Retention is $0.574 > 0.05$, therefore H_0 is accepted and H_a is rejected, meaning that there is no influence between Job Training on Employee Retention. Based on the table above, it proves that the significant value of Career Development with Employee Retention is $0.326 > 0.05$, therefore H_0 is accepted and H_a is rejected, meaning that there is no influence between Career Development on Employee Retention. Based on the table above, it proves that the significant value of Compensation with Employee Retention is $0.000 < 0.05$, therefore H_0 is rejected and H_a is accepted, which means that there is an influence between Compensation on Employee Retention.

F Test Results

Table 9.
F Test
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1621.624	3	540.541	44.219	.000 ^b
Residual	1014.606	83	12.224		
Total	2636.230	86			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Author Processed Data, 2024

Based on the table above, it states that the significant value between work motivation, work discipline, and job training with employee retention is $0.000 < 0.05$. The conclusion is that H_0 is rejected and H_a is accepted, which means that Job Training as X1, Career Development as X2, and Compensation as X3 simultaneously affect Employee Retention (Y) significantly.

Determination Coefficient Test Results

Table 10.
Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.784 ^a	.615	.601	3.496	1.532

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Author Processed Data, 2024

Based on the table above, states that the R Square value is 0.615 or 61.5%. Stating that the variables of Job Training, Career Development, and compensation simultaneously affect the Employee Retention variable by 61.5%, the remaining 38.5% may be influenced by other variables such as compensation, organizational culture, and others that are not examined.

The Effect of Job Training on Employee Retention

Based on the table above, it proves that the significant value of job training with employee retention is $0.574 > 0.05$, therefore H_0 is accepted and H_a is rejected, meaning that there is no influence between job training on employee retention. Training is one of the factors that can affect employee retention in the company. By providing training to employees, companies can improve employee skills and knowledge so that they are better prepared and able to face challenges in the workplace. In addition, training can also increase employee confidence and motivation, which in turn can increase employee retention (Enny, 2019).

Research conducted by Khristian (2022) found that training has a positive effect on employee retention. The results showed that companies that provide training to their employees have a higher employee retention rate than companies that do not provide training. This shows that training can be used as one of the company's strategies for increasing employee retention.

The Effect of Career Development on Employee Retention

Based on the table above, it proves that the significant value of Career Development with Employee Retention is $0.326 > 0.05$, therefore H_0 is accepted and H_a is rejected, meaning that there is no influence between Career Development on Employee Retention.

The results of research conducted by Kadek Elsa Osiana Dewi, and I Gede Riana. (2019). Stating that development has a positive and significant effect on employee retention. The employees feel that the career development carried out by the company is good so it can convince the employees to stay in the company. This shows that the better the career development provided to employees, the higher the employee retention in the company.

The Effect of Compensation on Employee Retention

Based on the table above, it proves that the significant value of Compensation with Employee Retention is $0.000 < 0.05$, therefore H_0 is rejected and H_a is accepted, meaning that there is an influence between Compensation on Employee Retention. Compensation is one of the factors that can affect employee retention in the company. Fair and adequate compensation can increase employee motivation and loyalty to the company. Employees who feel that they are compensated following their contribution to the company, tend to be more attached to the company and are not easy to move to other companies (Wibowo, 2017).

Research conducted by Chuzaimah (2021) found that compensation has a positive effect on employee retention. The results showed that companies that provide fair and adequate compensation to their employees have a higher employee retention rate than companies that provide low compensation. This shows that good compensation can be used as one of the company's strategies for increasing employee retention. In addition, research by Bahrin (2022) shows that compensation also has a positive influence on employee retention.

CONCLUSION

Based on the results of research that has been carried out, it can be concluded (1) that there is no influence between Job Training on Employee Retention. (2) Based on the results of this analysis, it shows that there is no influence between Career Development on Employee Retention. (3) Based on the results of this analysis, it shows that there is an influence between Compensation on Employee Retention.

REFERENCES

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, konsep dan indikator)*. Riau: Zanafa Publishing, 3.
- Afridhamita, C., & Efendi, S. (2020). Pengaruh pengembangan karir, keterikatan karyawan, komunikasi interpersonal, dan keterlibatan kerja terhadap kinerja karyawan PT Indo Dharma Transport. *Oikonomia: Jurnal Manajemen*, 16(1).
- Al-sharafi, H., Hassan, M. E. M., & Alam, S. S. (2018). The Effect of Training and Career Development on Employees Retention –A Study on the Telecommunication Organizations in Yemen. *The Journal of Social Sciences Research*, 420–430.
- Baehaki, M. K., & Faisal, A. (2020). Pengaruh Disiplin Kerja, Pelatihan Dan Kepuasan Kerja Terhadap Prestasi Kerja Karyawan (Studi Kausal Pada Perusahaan Asuransi PT. AJ Sequislife Jakarta). *Jurnal Ilmiah M-Progress*, 10(1).
- Bahrin, K., & Yusuf, M. (2022). Pengaruh Kompensasi dan Kepuasan Kerja terhadap Retensi Karyawan (Studi Kasus pada PT. Interaktif Media Siber). *Jurnal Entrepreneur Dan Manajemen Sains (JEMS)*, 3(2), 260–271.
- Dewi, K. O. E., & Riana, I. G. (2018). *Pengaruh Pengembangan Karir, Kompensasi Dan Komitmen Organisasional Terhadap Retensi Karyawan Pada Bintang Kuta Hotel*. Udayana University.
- Disa, L. Z., & Djastuti, I. (2019). Analisis pengaruh penghargaan dan pengembangan karier terhadap retensi karyawan dengan kepuasan kerja sebagai variabel intervening (Studi pada Karyawan Perum LPPNPI AirNav Indonesia Kota Tangerang). *Diponegoro Journal of Management*, 81–95.
- Evriliani, M., & Gunawan, A. (2024). Pengaruh Kompensasi Dan Kepemimpinan Terhadap Kinerja Karyawan. *Jurnal Ekonomi Dan Bisnis Digital*, 1(3), 345–352.
- Gani, N. A., Prihartana, A., & Purnamasari, A. (2022). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Turnover Intention pada Perusahaan Tambang di Kalimantan. *Jurnal Pendidikan Dan Kewirausahaan*, 10(2), 579–588.

- Hadiningrat, J. K., Tiong, P., Dewi, S. R., Samad, A. W., Pratikno, Y., Santoso, R., Rony, Z. T., Hehamahua, A., Afiat, D. D., & Ismail, D. H. (2023). *Manajemen Pelatihan*. Pradina Pustaka.
- Hasibuan, M. S. P. (2007). *Manajemen: dasar, pengertian, dan masalah*.
- Herwina, W. (2021). *Analisis Model-Model Pelatihan*. Bayfa Cendekia Indonesia.
- Kaswan, K. (2017). Psikologi Industri dan Organisasi (Cetakan 1). *Bandung: Alfabeta*.
- Kawiana, I. G. P. (2020). *Manajemen Sumber Daya Manusia "MSDM" Perusahaan*. Unhi Press.
- Khristian, S., Kirana, K. C., & Septyarini, E. (2022). Pengaruh Pelatihan Kerja Dan Penghargaan Serta Lingkungan Kerja Fisik Terhadap Retensi Karyawan (Studi Pada Cv Sumber Anugrah). *Scientific Journal Of Reflection: Economic, Accounting, Management and Business*, 5(4), 1055–1061.
- Larasati, S. (2018). *Manajemen sumber daya manusia*. Deepublish.
- Lubis, R. P., Zebua, Y., & Halim, A. (2024). Pengaruh Komitmen Organisasi, Pengembangan Karir, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Badan Pengelola Keuangan Dan Aset Daerah Kabupaten Labuhanbatu. *Management Studies and Entrepreneurship Journal (MSEJ)*, 5(1), 257–265.
- Manggasa, R., & Tanuwijaya, J. (2023). The Effect of Training, Leadership Styles, Affective Commitment, and Job Satisfaction on Turnover Intention. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 6(1), 24-39. <https://doi.org/10.31538/iijse.v6i1.2276>
- Mathis, Robert L dan Jackson, J. H. (2016). *Manajemen Sumber Daya Manusia* (J. dan B. Sadeli (ed.); Buku 1). Prawira Hie, Salemba Empat.
- Millena, R., & Mon, M. D. (2022). Analisis Pengaruh Kompensasi Pelatihan Dan Pengembangan Terhadap Retensi Karyawan Dengan Kepuasan Kerja Sebagai Mediasi Pada Karyawan Manufaktur Tunas Bizpark Kota Batam. *JWM (Jurnal Wawasan Manajemen)*, 10(3), 157–166.
- Mondy, W. R. (2016). *SDM Manajemen Sumber Daya Manusia edisi kesepuluh*. Penerbit: Erlangga, Jakarta.
- Nurmalitasari, S., & Andriyani, A. (2021). Pengaruh Pelatihan, Pengembangan Karier, Work Life Balance terhadap Retensi Karyawan dengan Kepuasan Kerja sebagai Variabel Pemediasi (Studi pada Karyawan Tetap PT. BPR Restu Artha Makmur Kota Semarang). *Diponegoro Journal of Management*, 10(4).
- Panca, A. R., Purusa, N. A., Aqmala, D., & Wibowo, M. E. S. (2024). Pengaruh Kompensasi, Lingkungan Kerja, dan Perceived Organizational Support (POS) Terhadap Retensi Karyawan Pada PT. Saprotan Utama Nusantara Semarang. *Economics and Digital Business Review*, 5(1), 139–152.

- Pratiwi, L. P. Y. A., & Sriathi, A. A. A. (2017). *Pengaruh Lingkungan Kerja Dan Pengembangan Karir Terhadap Retensi Karyawan Pada Hotel Santika Nusa Dua Bali*. Udayana University.
- Priansa, D. J. (2016). *Manajemen SDM dalam organisasi. Publik Dan Bisnis*. Bandung: Alfabeta.
- Priansa, D. J. (2017). *Manajemen kinerja kepegawaian dalam pengelolaan SDM perusahaan*.
- Putra, I. B. G. S., & Rahyuda, A. G. (2016). *Pengaruh Kompensasi, Lingkungan Kerja Dan Perceived Organizational Support (POS) Terhadap Retensi Karyawan*. Udayana University.
- Rakimen, R. (2024). The Influence of Training, Discipline and Work Motivation on the Employee Performance of Honda Workshop at PT. Indako Trading Coy Rantauprapat. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 7(2), 2092-2107. Retrieved from <https://e-journal.uac.ac.id/index.php/ijse/article/view/4048>
- Rofifah, S., Sirojuddin, A., Ma`arifM., & Mitra Zuana, M. M. (2021). The Influence of Organizational Culture and Work Motivation on Teacher Performance at the International Standard School, Amanatul Ummah Mojokerto. *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam*, 6(1), 27-40. <https://doi.org/10.31538/ndh.v6i1.899>
- Sauerma, J. ., & Isbahi, M. B. (2023). Worker Reciprocity and the Returns to Training: Evidence from a Field Experiment. *Majapahit Journal of Islamic Finance and Management*, 3(1), 49–89. <https://doi.org/10.31538/mjifm.v3i1.35>
- Silen, A. P. (2016). Pengaruh kompetensi dan pengembangan karir terhadap kepuasan kerja dengan komitmen organisasional sebagai variabel mediasi (studi pegawai Politeknik Ilmu Pelayaran (PIP) Semarang). *Jurnal Bisnis Dan Ekonomi*, 23(2).
- Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia, PT. Bumi Aksara, Jakarta*.
- Sinambela, L. P. (2021). *Manajemen Sumber Daya Manusia: Membangun tim kerja yang solid untuk meningkatkan kinerja*. Bumi Aksara.
- Soetrisno, E. (2017). *Manajemen sumber daya manusia*. Kencana.
- Sugiyono. (2018). *Sugiyono, Metode Penelitian Kuantitatif Kualitatif dan R&D*. CV. Alfabeta, Bandung, 25.
- Sugiyono, S. (2020). *Metode penelitian kuantitatif dan kualitatif dan R&D*. Alfabeta Bandung.
- Sugiyono, S., & Lestari, P. (2021). *Metode penelitian komunikasi (Kuantitatif, kualitatif, dan cara mudah menulis artikel pada jurnal internasional)*. Alfabeta Bandung, CV.
- Sumantri, L. D., & Bahrin, K. (2022). Pengaruh Kompensasi Dan Kepuasan Kerja Terhadap Retensi Karyawan. *Jurnal Entrepreneur Dan Manajemen Sains*. Vol, 3(1).

- Sunarsi, D. (2018). Pengaruh rekrutmen, seleksi dan pelatihan terhadap produktivitas kerja karyawan. *KREATIF: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 6(1), 14–31.
- Suta, I. G. M. A. B., & Ardana, I. K. (2019). *Pengaruh Kompensasi, Persepsi Dukungan Organisasi Dan Pengembangan Karir Terhadap Retensi Karyawan*. Udayana University.
- Wahyuningsih, S. (2019). Pengaruh pelatihan dalam meningkatkan produktivitas kerja karyawan. *Warta Dharmawangsa*, 13(2).