The Effect Of Employee Training And Development On Mediated Employee Retention By Job Satisfaction In The Secretariat Mandailing Natal Regency DPRD

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Abstract

Proper employee training and development as well as high job satisfaction are important factors in retaining employees in government organizations. This study aims to find out and analyze the effect of training and development on employee retention mediated by job satisfaction at the Secretariat of the Mandailing Natal Regency DPRD. This study uses a causal associative quantitative approach. The sample used was the entire employee population totaling 145 people, with a saturated sampling technique. Data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results showed that training and development had a positive and significant effect on employee retention, with a T-statistical value of 2.189 > 1.96 and a P-value of 0.031 < 0.05, indicating that training and development can increase employee retention. In addition, training and development had a positive and significant effect on job satisfaction, with a T-statistical value of 40.287 > 1.96 and a P-value of 0.000 < 0.05, which indicates that training and development are able to increase employee job satisfaction. Job satisfaction also had a positive and significant effect on employee retention, with a T-statistical value of 3.930 > 1.96 and a P-value of 0.000 < 0.05, which showed that increasing job satisfaction could increase employee retention. In addition, job satisfaction was able to mediate the influence between training and development on employee retention, shown by a T-statistical value of 3.884 > 1.96 and a P-value of 0.000 < 0.05. These results provide insight that training, development, and job satisfaction are effective strategies in increasing employee retention at the Mandailing Natal Regency DPRD Secretariat

Keywords:
Development Training; Work Satisfaction; Employee Retention

1. INTRODUCTION

Employee training and development is one of the important aspects of human resource management that aims to improve employee competence and performance

(Meyer et al., 2018). In the context of public sector organizations, such as the Secretariat of the Mandailing Natal Regency DPRD, employee training and development not only serves to improve skills but also to increase employee retention. An effective training program can increase job satisfaction, which in turn can reduce turnover and increase employee retention (Noe, 2015).

Employee training and development includes a variety of activities designed to improve employee skills, knowledge, and abilities (Noe, 2015). Well-designed training can help employees feel more competent and confident in carrying out their duties, which contributes to increased job satisfaction and loyalty to the organization (Choi et al., 2016). Research results from (Jehanzeb & Bashir, 2018) shows that training and development have a positive relationship with job satisfaction and employee retention.

Job satisfaction is an important factor that affects employee retention. Job satisfaction refers to how satisfied employees are with various aspects of their job, including the tasks they perform, the work environment, salary, and relationships with coworkers and employers (Meyer et al., 2018). Employees who are satisfied with their jobs tend to have a higher commitment to the organization and are less likely to find work elsewhere (Harahap, 2023).

At the Secretariat of the Mandailing Natal Regency DPRD, employee training and development has become the main focus to improve the efficiency and effectiveness of public services. Based on initial observations and interviews with several employees, it was found that the existing training programs did not fully meet the needs of employees, and the level of job satisfaction varied among employees. Some employees feel that the training provided is not relevant to their daily duties, while others feel that there is less support for curry development

According to (Dessler & Varrkey, 2016) training is a systematic process to improve the skills, knowledge, and competencies of employees required for the current job. Training usually has short-term and specific goals related to a specific task or job. Meanwhile, according to (Dessler & Varrkey, 2016) development is a broader long-term process that aims to enhance employees' abilities for future personal and professional growth and development. Development focuses on long-term learning and includes more in-depth training, education, and various work experiences designed to prepare employees for greater responsibilities (Widia, 2018)

In this study, the indicators of training and development formulated by (Dessler & Varrkey, 2016) are:
1. Relevance of Training Materials
2. Training Effectiveness
3. Implementation of Training in the Workplace
4. Trainee Satisfaction

5. Suitability of Development Programs with Employee Careers
6. Competency and Skills Improvement
7. Readiness for Greater Responsibility
8. Employee Satisfaction and Motivation.

According to (Robbins & Judge, 2015) Job satisfaction is a positive feeling about a person's work that is the result of an evaluation of his or her characteristics. According to (Gomez-Mejia et al., 2016) Job satisfaction is a pleasant or positive emotional state that results from a person's job assessment or work experience

In this study, the training and development indicators formulated by (Robbins & Judge, 2015) consists of:
 1. Satisfaction with the Job Itself
 2. Satisfaction with Salary and Benefits
 3. Satisfaction with Supervision
 4. Satisfaction with Colleagues
 5. Satisfaction with Career Development Opportunities

According to (Meyer et al., 2018) employee retention is an organization's ability to retain valuable employees by creating a work environment that supports employees' affective, continuous, and normative commitment to the organization. According to (Dessler & Varrkey, 2016) employee retention includes policies and practices designed to ensure that valuable employees stay with the company and do not look elsewhere.

In this study, which is an indicator of employee retention formulated by (Meyer et al., 2018) that is:
1. Job Satisfaction
2. Organizational Commitment
3. Career Development Opportunities
4. Compensation and Benefits
5. Work Environment

This study aims to investigate the effect of employee training and development on employee retention at the Secretariat of the Mandailing Natal Regency DPRD by considering job satisfaction as an intervening variable. It is hoped that the results of this study can provide a deeper understanding of the factors that affect employee performance at the Mandailing Natal Regency DPRD Secretariat as well as their potential implications for organizational performance and effectiveness. The concept of this research is as illustrated in the following conceptual framework drawing:
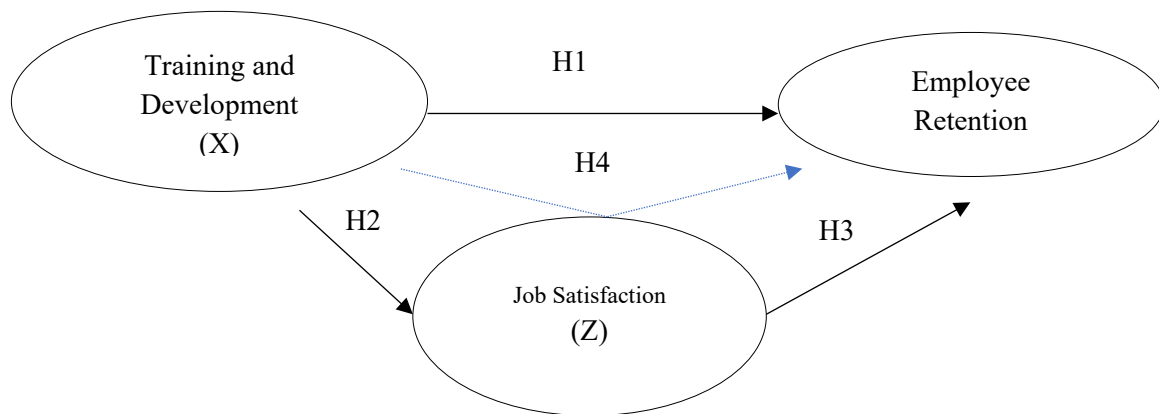
Figure 1. Conceptual Framework

2. RESEARCH METHODS

The type of research that will be used is quantitative associative, which is research that aims to determine the relationship between two or more variables (Sugiyono, 2020). In this study, the exogenous variable is training and development (X). Meanwhile, the endogenous variable is employee retention (Y) and the moderation variable is job satisfaction (Z).

This research was carried out at the Secretariat of the Mandailing Natal Regency DPRD which is located at the Payaloting Office Complex, Parbangunan District, Panyabungan District, Mandailing Natal Regency, North Sumatra Province. The time of this research will be carried out from January 2025 to March 2025.

In the opinion of several experts, one of them is according to (Sugiyono, 2019), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. In this study, the population used was the entire number of employees at the Asahan Regency Public Works and Spatial Planning Office which amounted to 145 people with the following details.

Table 3.1 Secretariat of the Mandailing Natal Regency DPRD

No.	Employee Status	Number (Person)
1.	ASN	22
2.	Honorary	66
	Sum	**88**

Source : **Secretariat of Mandailing Natal Regency DPRD** the

According to (Sugiyono, 2020), the sample is part of the number and characteristics possessed by that population. If the population is large, and it is

impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. However, in this study, because the number of the population is relatively small, the sampling technique used is a saturated sample technique, which involves all respondents to be a sample, meaning that the sample to be used is 145 employees.

Meanwhile, the feasibility test that will be used in this study is Testing *Outer Model* to obtain value *outer loading* that meet the requirements *validity and reliability.* Testing the structural model (Inner model) which includes a determination coefficient test (R2) to measure how far the model is able to explain the variation of the bound variable. R^2(Kuncooro, Munajad, 2018).

The Goodness fit test is used to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and hypothesis test (T-Statistic Test) consisting of a test *Path Coeficients* To test how the direct influence of each independent variable individually on its bound variable and the indirect influence of the intervening variable in influencing its independent variable on its bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) Table T value criteria 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Results

Outer Model *Analysis*

The outer *model* test in this study uses algorithm analysis in *SmartPLS software version 3.0,* in order to obtain *outer loading* values that meet *the validity and reliability requirements.*

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading values in the following table

Table 2. *Outer Loading*

Indicators	*Outer Loading*	Information
Training and Development (X)		
PTP1	0.830	Valid
PTP2	0.942	Valid
PTP3	0.855	Valid
PTP4	0.845	Valid
PTP5	0.897	Valid
PTP6	0.879	Valid
PTP7	0.848	Valid
PTP8	0.671	Valid
Employee Retention (Y)		
RP1	0.809	Valid
RP2	0.731	Valid
RP3	0.753	Valid
RP4	0.744	Valid
RP5	0.751	Valid
Job Satisfaction (Z)		
KK1	0.858	Valid
KK2	0.876	Valid
KK3	0.818	Valid
KK4	0.786	Valid
KK5	0.809	Valid

Based on Table 2, it can be seen that all indicators have a value *loading factor* > 0.60. According to (Ghozali, Imam & Latan, 2015) states that an indicator is declared valid if it has a value *loading factor* > 0.60. Thus, it can be stated that all indicators in this study are

declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:
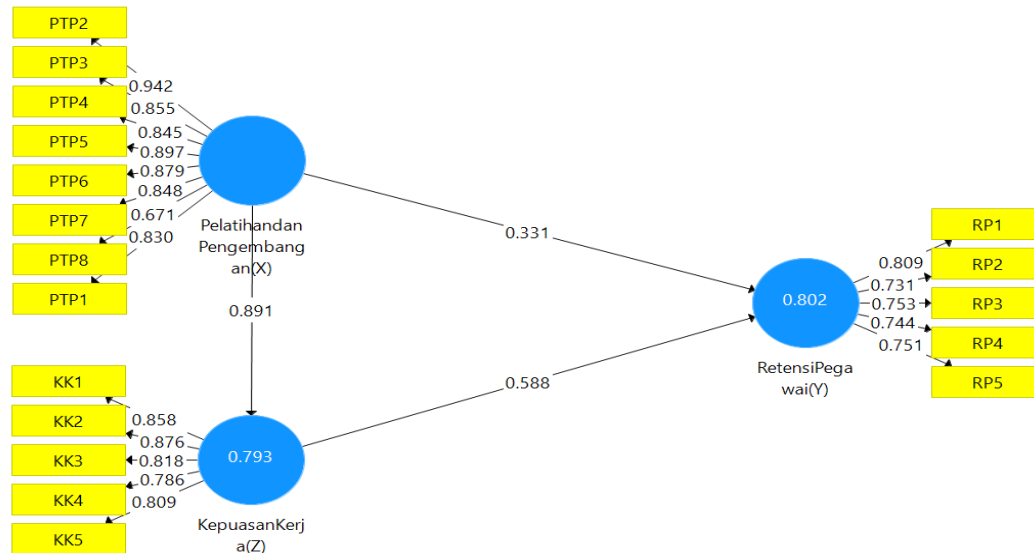
Figure 1. Outer Model Test Results

2) Discriminate Validity *Test Results*

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table in

Table 3. *Discriminant Validity*

Variable Indicators	Employee Retention (Y)	Job Satisfaction (Z)	Training and Development (X1)
KK1	0.738	**0.858**	0.671
KK2	0.776	**0.876**	0.771
KK3	0.678	**0.818**	0.805
KK4	0.763	**0.786**	0.772
KK5	0.704	**0.809**	0.663
PTP1	0.825	0.865	**0.942**
PTP2	0.753	0.799	**0.855**
PTP3	0.705	0.702	**0.845**

Variable Indicators	Employee Retention (Y)	Job Satisfaction (Z)	Training and Development (X1)
PTP4	0.682	0.777	**0.897**
PTP5	0.858	0.800	**0.879**
PTP6	0.725	0.830	**0.848**
PTP7	0.536	0.521	**0.671**
PTP8	**0.809**	0.738	0.790
PSDM1	**0.731**	0.536	0.544
PSDM2	**0.753**	0.595	0.655
PSDM3	0.744	**0.806**	0.661
PSDM4	**0.751**	0.614	0.546
PSDM5	0.667	0.693	**0.830**

Source: Output Smart PLS, 2024

Based on table 3, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading variable Employee Retention variable shows that the cross loading variable indicator is greater than the cross loading of other latent variables, the cross loading of the variable indicator Training and development shows that the value of *the cross loading* indicator is greater than other latent variables, *Cross loading* job satisfaction also shows a greater cross loading indicator value than the latent variable cross loading. Based on this data, it can be stated discriminatively *that* the cross loading *results* are considered valid.

3) Composite reliability *test results*

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. *Construct Reliability and Validity*

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Employee Retention(Y)	0.887	0.917	0.689

Training and Development (X)	0.944	0.954	0.721
Job Satisfaction (Z)	0.816	0.871	0.575

Source: Output Smart PLS, 2024

Based on Table 5, it can be explained that the AVE value in each variable tested has a value of > 0.5, which shows that all variables in this study meet the *criteria discriminant validity*. To determine the reliability in this study, the value of *composite reliability*. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R2)

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Employee Retention(Y)	0.793	0.791
Job Satisfaction (Z)	0.802	0.798

Source: Output Smart PLS, 2024

Based on table 5, it is known that the R square Adjusted value of the employee retention variable is 0.791 or 79.10%, which means that the influence of training and development on employee retention in the category is very high. Meanwhile, the R Square value on the employee retention variable is 0.793 or 79.30%, which means that the influence of training and development on employee retention is 79.30.% and the remaining 21.70% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the job satisfaction variable is 0.798 or 79.80%, which means that training and development affect job satisfaction by 79.80% or in the very high category, which means that training and development are very significant in

increasing job satisfaction. Furthermore, the R square value of the job satisfaction variable is 0.802 or 80.20%, which means that training and development affect job satisfaction by 80.20%, while the remaining 20.80% is influenced by other variables that have not been studied.

2) **Goodness of Fit** *Test Results*

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is > SRMR and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0.102	0.102
d_ULS	1.771	1.771
d_G	4.280	4.280
Chi-Square	1013.042	1013.042
NFI	0.536	0.536

Source: Output Smart PLS, 2024

Based on table 6, it can be seen that the NFI value is 0.536 > 0.195 so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if *the T-Statistics value* > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.
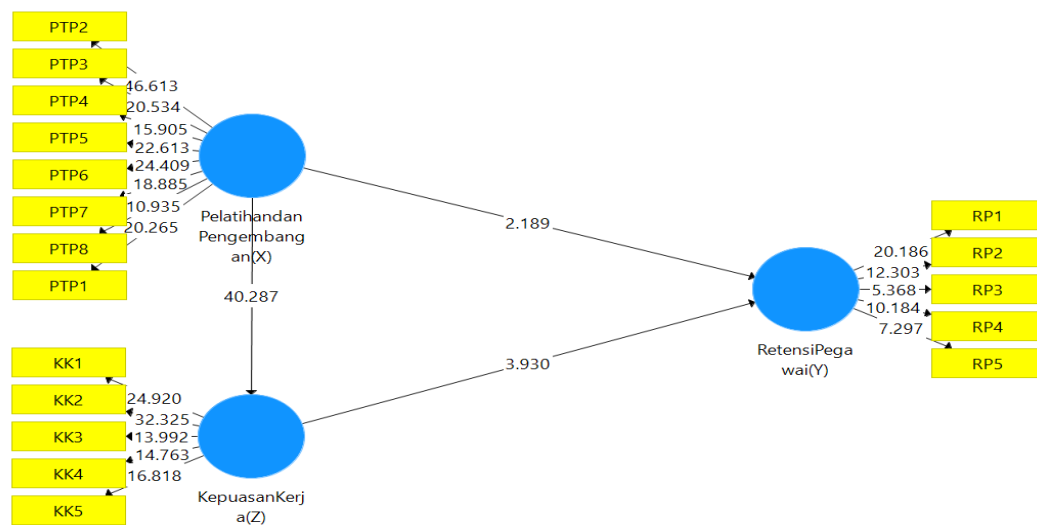
Table 7. *Path Coefficients*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Training and Development (X) -> Employee Retention (Y)	0.331	0.340	0.151	2.189	**0.031**	Accepted
Training and Development (X) -> Job Satisfaction (Z)	0.891	0.891	0.022	40.287	**0.000**	Accepted
Job Satisfaction (Z) -> Employee Retention (Y)	0.588	0.590	0.150	3.930	**0.000**	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 7, it can be stated that training and development have a positive and significant effect on employee retention. This can be seen from the T-statistical value of 2.189 > 1.96 with a P-Value of 0.031 < 0.05. This means that if training and development are improved, employee retention will increase significantly. This result answers the first hypothesis in this study, namely that employee training and development have a positive and significant effect on employee retention of the Mandailing Natal Regency DPRD Secretariat.

Furthermore, on the effect of training and development on job satisfaction, data on the T-Statistical value was obtained from 40.287 > 1.96 with a P-Value of 0.000 < 0.05 so that it can be stated that training and development have an effect on job satisfaction at the Secretariat of the Mandailing Natal Regency DPRD. This can be interpreted that if training and development are improved, job satisfaction will increase. This statement raises the second hypothesis, namely that training and development have a positive and significant effect on job satisfaction.

Furthermore, on the effect of job satisfaction on employee retention, data was obtained that value T-Statistic of 3.930 > 1.96 with a P-Value of 0.000 < 0.05 which means that job satisfaction has a positive and significant effect on employee retention. This indicates that if job satisfaction is increased, employee retention tends to increase significantly so that this statement answers the third hypothesis, namely that job satisfaction has a positive and significant effect on employee retention.

Figure 2. *Path Coefficients Test Results*

To answer the sixth and seventh hypotheses, it is seen by looking at the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV I)	P Values	Result
Training and Development (X) -> Job Satisfaction (Z) -> Employee Retention (Y)	0.524	0.525	0.135	3.884	0.000	**Accepted**

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that job satisfaction (Z) is able to mediate the influence between employee training and development (X) on employee retention (Y). This can be seen from the results of the T-Statistical value of 3.884 > 1.96 with a P-Value of 0.000 < 0.05. This shows that there is an indirect influence between training and development and employee retention through job satisfaction. This statement answers the fourth hypothesis that effective job satisfaction is able to positively and significantly intervene in the influence between training and development on employee retention. These results provide insight into

how the intermediate variable of job satisfaction can mediate the relationship between training and development to employee retention at the Secretariat of the Mandailing Regency DPRD

3.2 Discussion

Employee training and development have a positive and significant influence on employee retention at the Secretariat of the Mandailing Natal Regency DPRD. This shows that the right training program and development tailored to the needs of employees contribute to increased employee satisfaction and loyalty, so they are more likely to stay in the organization. When employees feel supported to grow, both in terms of skills and career potential, they show a stronger commitment to the organization. These findings are in line with Noe's (2015) research, which revealed that training and development can increase employee satisfaction and loyalty, thus encouraging them to stay within the organization. Jehanzeb and Bashir (2018) also support that a good development program affects employee retention through increased job satisfaction and motivation. These results confirm that training and development programs not only improve skills but also play a role in creating a work environment that supports employee retention, especially in public sector environments such as the Mandailing Natal Regency DPRD Secretariat

Employee training and development have a positive and significant influence on job satisfaction at the Secretariat of the Mandailing Natal Regency DPRD. This shows that training and development programs that suit the needs of employees are able to increase their sense of satisfaction with their jobs. When employees feel that they are supported in the development of skills and competencies, they tend to have a higher level of job satisfaction, which has a positive effect on their motivation and performance in the organization. These findings are in line with research by Noe (2015), which revealed that effective training programs improve employees' skills and confidence, which ultimately increases their job satisfaction. Research by Jehanzeb and Bashir (2018) also supports these findings, where training and development are shown to be positively correlated with job satisfaction, as employees feel more engaged and valued by organizations that invest in their professional progress.

Job satisfaction has been proven to have a positive and significant influence on employee retention at the Secretariat of the Mandailing Natal Regency DPRD. This shows that the higher the level of job satisfaction felt by employees, the more likely they are to stay in the organization. Employees who are satisfied with various aspects of their work, including the work environment, salary, and relationships with colleagues, tend to have a stronger commitment to the organization and are less likely to look elsewhere. This finding is supported by research by Robbins and Judge (2015), which shows that job satisfaction plays an important role in strengthening employee loyalty and retention. Meyer et al. (2018) also support this finding, stating that employees who are satisfied with their jobs tend to show a higher commitment to the

organization, thereby reducing their intention to leave the job. Thus, increasing job satisfaction can be an effective strategy for organizations to retain a qualified workforce

Job satisfaction is proven to mediate the influence of employee training and development on employee retention at the Mandailing Natal Regency DPRD Secretariat. This means that employee training and development will be more effective in increasing employee retention if it is accompanied by increased job satisfaction. Good training and development not only improves employees' skills and competencies, but also strengthens their job satisfaction, which in turn encourages employees to stay longer in the organization. The results of this study are in line with this finding supported by the research of Jehanzeb and Bashir (2018), which found that employee training and development have a greater effect on retention when employees feel satisfied with their jobs. In addition, research by Meyer et al. (2018) shows that job satisfaction plays an important mediator in the relationship between employee development programs and retention. Job satisfaction helps explain why and how training and development can increase an employee's desire to stay in the organization. Thus, job satisfaction reinforces the positive effects of training and development on employee retention, suggesting that upskilling must be balanced with efforts to create a satisfying work environment for employees.

4. CONCLUSIONS AND SUGGESTIONS

4.1 Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:

1. The analysis shows that employee training and development have a positive and significant influence on employee retention, with a T-statistic value of 2.189 (more than 1.96) and a P-value of 0.031 (less than 0.05). This shows that appropriate training and development programs can increase employee loyalty and lower their likelihood of leaving the organization. Through these results, the H1 hypothesis was accepted.

2. The results of the study show that employee training and development have a positive and significant influence on job satisfaction, with a T-statistical value of 40.287 (more than 1.96) and a P-value of 0.000 (less than 0.05). Appropriate development programs provide employees with supportive skills and knowledge, thereby increasing their job satisfaction. Through these results, the H2 hypothesis is accepted.

3. Job satisfaction has a positive and significant influence on employee retention, with a T-statistic value of 3.930 (more than 1.96) and a P-value of 0.000 (less than 0.05). This indicates that the higher the job satisfaction, the higher the employee's desire to stay in the organization. Through these results, the H3 hypothesis is accepted

4. The analysis shows that job satisfaction mediates the influence of training and development on employee retention, with a T-value of 3.884 (more than 1.96) and a P-value of 0.000 (less than 0.05). This shows that training and development accompanied by

increased job satisfaction will be more effective in increasing employee retention. Through these results, the H4 hypothesis is accepted

4.2 Advice

Based on the findings of this study, here are some suggestions that can be addressed to institutions to improve employee retention:

1. Optimizing Training and Development Programs Considering that employee training and development have a significant influence on retention, it is recommended that these programs be designed to meet the specific needs of employees and be relevant to their duties. Training programs tailored to employees' actual needs will help improve their skills and competencies, so that employees feel valued and tend to stay longer in the organization.

2. Organizations should improve aspects of work that support satisfaction, such as creating a positive work environment, increasing openness in communication, and providing recognition and appreciation for employee contributions. These measures will strengthen employee commitment and increase their loyalty to the organization.

3. Training and development are also designed to directly affect aspects of job satisfaction, for example by adding promotional opportunities for employees who complete certain training or providing special awards. Thus, training not only improves skills, but also has an impact on increasing employee satisfaction and loyalty

4. To ensure that training programs and strategies to increase job satisfaction are effective, it is recommended that periodic evaluations be carried out. Through this evaluation, organizations can assess the impact on employee retention and adjust programs if necessary, according to the development of employee needs and aspirations

5. Encouraging employee involvement in determining their own career paths and development can increase job satisfaction and their commitment to the organization. By giving employees the opportunity to choose training that is relevant to their interests and career goals, organizations will create a more supportive work environment and motivate employees to stay

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