

The Impact of Training and Career Development on Employee Retention at the North Wara Health Center

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Abstract

Keywords: Training, Career Development, Employee Retention

This study aims to analyze the impact of training and career development on employee retention at Wara Utara Public Health Center (Puskesmas). A quantitative research method with a survey approach was employed. Data were collected through questionnaires distributed to 44 respondents, comprising both medical and non-medical staff. Multiple linear regression analysis was used to examine the relationship between the independent variables training (X1) and career development (X2) and the dependent variable, employee retention (Y). The findings indicate that career development has a significant effect on employee retention, with a regression coefficient of 0.651 and a significance level of 0.015 (<0.05). In contrast, training has a positive but statistically insignificant effect, with a regression coefficient of 0.287 and a significance level of 0.282 (>0.05). Simultaneously, training and career development significantly contribute to employee retention, as evidenced by an F value of 86.682 and a significance level of 0.000. The coefficient of determination (R^2) is 0.809, indicating that 80.9% of the variation in employee retention can be explained by training and career development. These results suggest that structured career development programs contribute more significantly to enhancing employee loyalty compared to training programs. Therefore, organizations are encouraged to strengthen career development strategies to improve employee retention and reduce turnover rates.

INTRODUCTION

Human resources are an important asset for organizations according to Dewanti et al. (2024), especially in the health service sector such as health centers, where employee performance directly affects the quality of services provided to the community. Health centers as part of the public health system in Indonesia face challenges in retaining qualified and competent employees. High employee turnover rates in health service organizations, especially in the regions, can disrupt operational stability and reduce the quality of services provided.

Training and career development are two important aspects of human resource management that contribute greatly to improving employee motivation, commitment and satisfaction. Training is a systematic process of improving employees' skills and knowledge so that they can perform more effectively. Career development, on the other hand, includes programs and strategies designed to help employees plan and manage their professional development, including opportunities for promotion and increased responsibility in the workplace. Research by Karim,

(2019) emphasizes that effective training programs have a direct effect on improving employee performance, especially in the context of public services. This is in line with the findings of Nasidi et al., (2020) which show that career development not only increases employee engagement but also plays an important role in strengthening the relationship between employees and the organization.

Previous research has highlighted the relationship between training, career development and employee retention. According to Pradipta & Suwandana, (2019) found that career development, along with compensation and job satisfaction, has a significant effect on employee retention. This suggests that employees who feel they have opportunities to develop their careers are more likely to retain them. in the organization will be more likely to stay. In the context of health centers, career development can help medical and non-medical personnel feel valued and motivated to continue working productively in their workplace.

Furthermore, effective training also plays an important role in improving employee performance. According to Karim, (2019) examined the impact of various training programs in Bangladesh and found that well-designed training can significantly improve employee performance. This means that with relevant and quality training, employees can improve their technical and non-technical abilities, which in turn increases productivity and operational efficiency. In a health care environment such as Puskesmas Wara Utara, this skill enhancement is especially important given the high demands on the quality of services provided.

Furthermore, career development not only has an impact on employee performance but also on their engagement and loyalty to the organization. According to Nasidi et al. (2020) showed that career development increases employee engagement, which is an important factor in improving performance and reducing turnover rates. Employees who are actively involved in the organization and see career development prospects tend to have a higher commitment to the organization, so they are more likely to stay in the long term (Imran Ukkas, 2019). This is important for Puskesmas Wara Utara, which requires a stable and competent workforce to ensure continuous health services.

In addition, research by Kasdorf & Kayaalp, (2022) confirms that career development can also reduce employees' intention to leave the organization. By providing clear and structured career development opportunities, organizations can build a work environment that supports employees' professional growth, which directly contributes to workforce retention. In the healthcare sector, good workforce retention is needed because high turnover rates can reduce the quality of healthcare services and increase the burden of training costs for new workers.

Organizations that actively engage in employee career development are also able to build a reputation as an employer of choice, which impacts employee attraction and retention. According to Bharadwaj, (2023) highlights the importance of training and career development in enhancing an organization's brand as a good employer, which in turn can attract better talent and retain quality employees. Therefore, this study focuses on exploring the impact of training and career development on employee retention and performance at Puskesmas Wara Utara. This research is expected to provide insights on how effective human resource management through training and career development programs can improve workforce retention and organizational performance, particularly in the healthcare sector.

METHODS

Research Design

This study uses a quantitative research design with a survey research approach. The quantitative approach was chosen because it aims to measure the effect of training and career development on employee retention and performance at the North Wara Health Center. This design involves the collection of numerical data through a structured questionnaire to identify the causal relationship between the variables under study, i.e. training and career development as independent variable, and employee retention as the dependent variable. This method allows for objective hypothesis testing and supports generalization of results from a research sample.

Population and Sample

The population in this study were all employees of the North Wara Health Center, both medical and non-medical personnel. Employees working at the health center were selected as the population because they are directly involved in providing health services to the community, so their retention and performance levels greatly affect service quality.

The research sample will be taken using a simple random sampling technique to ensure that each member of the population has an equal chance of being selected as a respondent. The number of samples is determined using the Slovin formula with a confidence level of 95% and a margin of error of 5%.

Research Instruments

The main instrument used in this study is a questionnaire that is structured based on a 5-point Likert scale, with a scale ranging from "strongly disagree" to "strongly agree". Prior to the distribution of the questionnaire, validity and reliability tests of the instrument will be conducted first to ensure that the questionnaire is able to measure what it is supposed to measure with good consistency.

Data Analysis Technique

After data collection is complete, the data obtained will be analyzed using quantitative statistical analysis. The analysis will be carried out using statistical software such as SPSS (Statistical Package for the Social Sciences) version 27. The analysis techniques that will be used include:

Descriptive Test

To provide an overview of the respondents' characteristics and the distribution of their responses to each questionnaire item, such as age, gender, education level, as well as average ratings on training, career development and employee retention.

Validity and Reliability Test

The validity test uses Pearson correlation to ensure each item in the questionnaire is valid, while the reliability test is conducted using Cronbach's Alpha to measure the consistency of answers.

Multiple Linear Regression Test: To analyze the effect of training and career development on employee retention and performance simultaneously and partially. Multiple linear regression was chosen because it allows the analysis of several independent variables on the dependent variable simultaneously. The regression model used is as follows.

Formula:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Description:

Y = Employee Retention

X_1 = Training

X_2 = Career Development

α = Constant

β = Regression coefficient

ϵ = Error

T-test and F-test

The t-test will be used to test the significance of the effect of each independent variable on the dependent variable partially, while the F-test is used to see the effect of the independent variables simultaneously on the dependent variable.

Coefficient of Determination (R^2)

To measure how much variation in employee retention and performance can be explained by the training and career development variables.

RESULTS AND DISCUSSION

Respondent Overview

In this study, the general description of the respondents reflects the main characteristics that can provide context to the analysis carried out. The respondents consisted of 44 employees of the North Wara Health Center with various age ranges, genders, education levels, and working hours. Variations in these characteristics are important for understanding how training and career development affect employee retention under a variety of individual conditions. The overview of respondents is presented in table 1 below.

Table 1. Respondent Overview

Characteristics	Sum
Age	
18- 25 Years	19 Persons
26- 30 Years	5 Persons
31- 35 Years	6 Persons
36- 40 Years	9 Persons
41- 45 Years	3 Persons
46 Upwards	2 Persons
Gender	
Man	2 Persons
Woman	42 Persons
Final Education	
D3	20 Persons
D4/ S1	24 Persons
Long Time Working	
1-5 Years	24 Persons
6-10 Years	6 Persons
11-15 Years	9 Persons
16-20 Years	4 Persons
20 Years And Above	1 Persons

Table 1 shows that the age shows that most of the respondents are in the age range of 18-25 years, followed by the age group of 36-40 years. This indicates that the majority of the workforce is in the early to mid-stage stages of their careers, which are usually more open to training and development. Gender is dominated by women (95.5%), which reflects the general composition of the workforce in the health care sector. Meanwhile, the last level of education is divided almost evenly between D3 (45.5%) and D4/S1 (54.5%) graduates, indicating a sufficiently educated workforce and potentially understanding the importance of career development for professional growth. Length of work revealed that the majority of respondents have worked for 1-5 years, with a smaller number having more than 15 years of work experience. These findings give an idea that most employees are still in the early stages of adapting and

need support to increase attachment to the organization.

Validity and Feasibility Test

Validity and reliability tests are carried out to ensure that the research instrument is able to measure the variables studied accurately and consistently. Validity refers to the extent to which the items in the questionnaire actually reflect the concepts being measured, while reliability shows the consistency of respondents' answers to the same item on multiple occasions.

Table 2. Validity and Reliability Tests

Variabel	Items	r count	<i>Cronbach's Alpha</i>	Information
Training (X1)	X1.1	0.891	0.795	Valid/ Reliabel
	X1.2	0.848		
	X1.3	0.892		
	X1.4	0.803		
	X1.5	0.809		
	X1.6	0.865		
	X1.7	0.776		
	X1.8	0.878		
Career Development (X2)	X2.1	0.823	0.797	Valid/ Reliabel
	X2.2	0.844		
	X2.3	0.824		
	X2.4	0.863		
	X2.5	0.867		
Employee Retention (Y)	X2.6	0.926	0.797	Valid/ Reliabel
	X2.7	0.899		
	X2.8	0.901		
	Y1	0.872		
	Y2	0.861		
	Y3	0.799		
	Y4	0.850		
	Y5	0.838		
	Y6	0.866		
	Y7	0.897		
	Y8	0.927		

Source: Primary Data processed (2024)

The results of the validity test showed that all questionnaire items had a correlation value (calculated r) that was greater than the table r value, so it was declared valid. This indicates that each item in the questionnaire is able to represent a well-measured indicator. In addition, reliability tests showed that *Cronbach's Alpha* values for all variables exceeded the threshold of 0.70, which signifies the instrument is reliable. Thus, the questionnaire used in this study qualifies as a viable measurement tool.

The results of the validity and reliability test provide confidence that the data collected can

be used for further analysis. High validity ensures that the results of the study reflect the actual phenomenon, while adequate reliability indicates that the results are trustworthy and not influenced by inconsistency factors. In the context of this study, the success in the validity and reliability test strengthened the reliability of the findings related to the influence of training and career development on employee retention at the North Wara Health Center.

Data Analysis

1. Multiple Linear Regression Test

Multiple linear regression tests were used to analyze the influence of independent variables, namely training (X1) and career development (X2), on dependent variables, namely employee retention (Y). This analysis helps to understand the extent to which each independent variable, either partially or simultaneously, contributes to increased employee retention at the North Wara Health Center. The results of the multiple linear analysis test are as follows.

Table 3. Results of Multiple Linear Analysis Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2,272	2,319		0,980
	Total X1	0,287	0,263	0,272	0,282
	Total X2	0,651	0,256	0,634	0,015

Source: Primary Data processed (2024)

Table 3 explains the regression model produced as follows:

$$Y = 2.272 + 0.287 X1 + 0.651 X2 + e$$

The coefficients in this model provide information about the influence of each independent variable on the dependent variable. A constant value (2.272) indicates employee retention when training and career development are at a minimum. Meanwhile, the coefficients for the training (0.287) and career development (0.651) variables showed the magnitude of the increase in employee retention for every one unit increase in each variable.

2. Testing Hypothesis

a. T Test (Partial)

The T-test or partial test is used to find out whether each independent variable, namely training (X1) and career development (X2), has a significant influence individually on the

dependent variable, namely employee retention (Y). This analysis aims to evaluate the role of each independent variable in influencing employee retention separately. The results of the T test in this study are presented in the following table:

Table 4. T Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2,272	2,319		0,980
	Total X1	0,287	0,263	0,272	0,282
	Total X2	0,651	0,256	0,634	0,015

Source: Primary Data processed (2024)

Based on table 4 of the results of the T test, it can be concluded as follows:

1. **Training (X1):** A regression coefficient of 0.287 indicates that training has a positive influence on employee retention. However, a significance value of 0.282 (> 0.05) suggests that the effect of training on employee retention is not statistically significant. This means that while training contributes positively to employee retention, its influence is not strong enough to be considered significant individually.
2. **Career Development (X2):** A regression coefficient of 0.651 indicates that career development has a greater positive influence than training on employee retention. A significance value of 0.015 (< 0.05) indicates that this effect is statistically significant. Thus, career development partially has a noticeable impact on increased employee retention.

F Test (Simultaneous)

The F-test is used to determine whether overall, independent variables (in this case training (X1) and career development (X2)) simultaneously have a significant influence on the dependent variable (employee retention (Y)). This test is important to assess the overall strength of the regression model and ensure that a combination of independent variables makes a meaningful contribution to employee retention. The following are the results of the F test in this study as follows:

Table 5. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1694,136	2	847,068	86,682	.000b
	Residual	400,660	41	9,772		
	Total	2094,795	43			

Source: Primary Data processed (2024)

The results of the F test indicated that there was a significant relationship simultaneously between training (X1) and career development (X2) and employee retention (Y). The F value obtained was 86.682 with a significance value (Sig.) of 0.000 (< 0.05). This suggests that the regression model as a whole has a significant influence on employee retention. In other words, the combination of training and career development at the same time was able to explain the variation in employee retention at the North Wara Health Center.

b. Determination Test (R^2)

The determination test, measured by the value of R^2 (coefficient of determination), is used to determine how much of the proportion of dependent variables can be explained by independent variables in a regression model. In the context of this study, R^2 reveals the extent to which training (X1) and career development (X2) can simultaneously explain the variation in employee retention (Y) at the North Wara Health Center. The following are the results of the determination test.

Table 6. Determination Test Results (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899a	0,809	0,799	3,126

Source: Primary Data processed (2024)

An R value of 0.899 indicates a very strong relationship between independent variables (training and career development) and dependent variables (employee retention). Meanwhile, an

R^2 value of 0.809 means that 80.9% of the variation in employee retention can be explained by the training and career development variables together. This figure shows that the regression model used has considerable power in explaining the factors that affect employee retention.

DISCUSSION

Training on Employee Retention

The results showed that although training had a positive regression coefficient of 0.287, which indicated a positive association with employee retention, a significance value of 0.282 (> 0.05) indicated that the effect was not statistically significant. This means that while training can improve employee skills and confidence, its contribution to an employee's decision to stay in an organization is not strong enough to be considered a major factor influencing retention individually. This indicates that training alone may not be enough to influence employee retention in the long run, in the absence of other supporting factors such as career development, job satisfaction, and organizational support.

Other factors such as career development, work environment, compensation, and opportunities to grow more potentially play a greater role in an employee's decision to stay in the organization. Employees who only get training in the absence of promotion prospects or opportunities to apply skills on their job may not feel motivated to stay in the workplace. Therefore, to significantly improve employee retention, organizations need to integrate training programs with clear career development initiatives, constructive feedback, and policies that support overall well-being and job satisfaction. This research is different from research (Muarifah & Prabowo, 2024) ;(Nurmalitasari, 2021) showing that training has a significant effect on employee retention.

Career Development Towards Employee Retention

The results showed that career development had a regression coefficient of 0.651, which indicated a greater positive influence than training on employee retention. A significance value of 0.015 (< 0.05) indicates that this influence is statistically significant, indicating that career development has a significant impact on a partial increase in employee retention. In other words, employees who feel they have opportunities to grow within the organization, such as promotions, increased responsibilities, or support in achieving career goals, tend to have higher levels of loyalty and are more committed to staying on the job in the long term. This suggests that career development is an important factor influencing an employee's decision to stay in the workplace.

These findings are in line with previous research that emphasized the importance of career development in improving retention. A study by (Pradipta & Suwandana, 2019) reveals that

employees who feel they have the opportunity to grow have a higher commitment to the organization. In addition, (Kasdorf & Kayaalp, 2022) also shows that structured career development programs can reduce employees' intention to leave the organization, especially when they see the presence of prospects clear future growth. Therefore, to strengthen employee retention, organizations need to design a comprehensive career development program, where employees are provided with a clear path to achieving their professional goals. This will help create a work environment that supports growth and development, which ultimately strengthens employees' loyalty and attachment to the organization. This research is supported by research (Cipto, Woro Utari, 2024; Siti Regina Tambak, Elvina, 2022) shows that career development has an effect on employee retention. In contrast to research (Galang Prajodi, 2024; Sofianti & Susanto, 2024) show that career development has no effect on employee retention.

CONCLUSION

Based on the results of the study, it can be concluded that training shows a positive effect on retention, the effect is not statistically significant ($0.282 > 0.05$) this shows that training alone is not enough to significantly affect employee retention in the absence of the support of other factors such as career development. On the other hand, career development has a significant influence on employee retention at the North Wara Health Center, with a significance value of $0.015 (< 0.05)$ which shows a statistically positive impact. This confirms that employees who have the opportunity to grow within the organization tend to be more persistent and have a higher level of loyalty.

To effectively improve employee retention, organizations should not only focus on training programs, but also strengthen integrated career development strategies. Programs that offer a clear career development path, promotion opportunities, and increased responsibility can create a stronger sense of attachment and commitment among employees. By providing adequate support in career development, organizations will be able to increase employee loyalty and reduce turnover rates, which ultimately have a positive impact on service quality and operational effectiveness.

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