

## The Effect of Human Resource Training And Development Programs on Employee Retention

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### **Abstract**

#### **Keywords:**

*Training Programs, Human Resources Development, and Employee Retention.*

*The purpose of this study is to explore the training and human resource development program for employee retention at PAM Tirta Mangkaluku, Palopo City. This type of research only uses quantitative methods. Data was obtained through the distribution of questionnaires with a population of 50 employees. The sampling technique used is saturated samples. The number of samples in this study is 50. The measurement instrument uses the Likert scale. Data were processed using SPSS 26. The results of this study are the effect of training programs and human resource development has a simultaneous effect on employee retention, because employees feel accepted by the company, in addition to training and human resource development can improve capabilities, performance, and productivity so that companies can retain potential employees.*

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## INTRODUCTION

Employee retention is an effort made by companies to retain existing employees in the organization. In other words, employee retention aims to reduce the number of employees who quit or stop working at the company.

Effective employee retention is a systematic effort made by the company to create and maintain a work environment that is able to encourage current employees to stay on the job by implementing company policies and practices to meet their diverse needs. Effective employee retention will be able to increase productivity and be able to reduce employee turnover costs, which include recruitment costs, and training costs. So that by implementing effective employee retention, companies are able to retain talented employees (Yani & Saputra, 2023).

The problem of the training program for employee retention at PAM Tirta Mangkaluku Palopo City is the incompatibility of the training materials with the needs of employees, if the training provided is not relevant to the employee's job or career development, they may feel that the training is not useful, which can reduce motivation and desire to stay in the Company. This research is in line with research conducted by (Pukan et al., 2023) explained that this development and empowerment basically refers to the main goal of each agency, which is to obtain maximum results through the performance of its employees. However, the expected results will not be maximized if the agency does not pay attention to the facilities and moral state of its employees. One of the efforts that can be done is by providing training for its employees.

Human resources or employees are one of the important resources in a company, because they aim to achieve the company's goals. The Company needs human resources or high-performing employees so that it can achieve the Company's goals (Arhensa, 2022).

This research is in line with research conducted by (Andayani & Hirawati, 2021).

HR development problems that can affect employee retention due to lack of training and development. Training and human resource development are provided to employees so that the

company acquires knowledgeable, knowledgeable, and capable employees. In addition, the problem of human resource development at PAM Tirta Mangkaluku, Palopo City, which faces various problems, such as low quality training, reduced management commitment, and uncondusive working conditions. In addition, external factors such as socio-cultural and development costs also affect the effectiveness of development programs (Yani & Saputra, 2023).

Based on the above problems, the researcher is interested in conducting a research entitled "The influence of training programs and human resource development on employee retention". Technological advances in the era of globalization have created fierce competition between companies. Companies are trying to create the right strategy to be able to compete in the global era. In the midst of changes that occur in the external environment, companies are required to focus on internal factors that support the company's success. Human resources are one of the internal factors that are the main key to the company's business success (Hanum Aula Rahmawati, 2019).

## **METHODS**

This study uses a quantitative descriptive approach to measure and analyze the influence of financial literacy on the financial performance of MSMEs in Palopo City. The design of this study aims to provide an objective picture of the relationship between the level of financial literacy and the financial performance of MSMEs by collecting data through surveys using questionnaires and direct interviews. This research was conducted using a survey method in Palopo City, with a population consisting of MSMEs spread across various sectors. The research sample was taken from the dominant MSME sectors, such as trade, food, and beverages, using random sampling methods to ensure proportional representation. Data collection was carried out through observation, interviews, and questionnaire distribution. The observation aims to directly observe the operational activities and financial management practices of MSMEs that are the research samples. The interviews were conducted to gain a deeper understanding of financial management practices and the obstacles faced by MSME actors. In addition, the questionnaire used in this study was compiled based on financial literacy indicators and has gone through validity and reliability tests before being implemented.

The quantitative approach in this study affects the results obtained, including the measurement method and scale used. The scale applied in this study is the Likert scale, which is used to measure each variable based on its indicators.

The financial literacy variables in this study are divided into four main aspects, which are measured through 45 question items. The indicators used include basic knowledge of personal finance, savings and loans, insurance, investment, basic skills in budgeting, risk management, collection of credit and investment information, budgeting, cash flow management, understanding

of financial products, money management, financial planning, and confidence in financial knowledge, calculation, and problem solving (Sarwoto et al., 2023) ; (Lusardi & Mitchell, 2013) ; (Yudiatmaja, 2018); (Tiento & Anwar, 2023).

Meanwhile, the digital literacy variable was measured through 12 question items with indicators including the ability to search for and access information, understand the information obtained, evaluate and differentiate information, and organize knowledge based on the information obtained (Abror Rifky Ahmad, 2023).

The financial performance variables of MSMEs are measured using 9 question items based on asset, turnover, and profit indicators (Jubaedah Siti, 2016). The measurement of variables in this study uses 4 points, namely: 1: strongly agree (SS), 2: agree (S), 3: disagree (TS), 4: strongly disagree (STS). The distribution of the questionnaire was carried out by using google form to facilitate the distribution that produced the final sample, linear regression analysis of the data was carried out with the smartPLS4 program.

## RESULTS AND DISCUSSION

Validity test

Table 1 Validity test

Variable	Items	r Count	r Table	Information
<b>Trainin g Progra m (X1)</b>	X1.1	0,661	0,279	Valid
	X1.2	0,639		
	X1.3	0,615		
	X1.4	0,630		
	X1.5	0,683		
	X1.6	0,533		
	X1.7	0,666		
<b>Development HR (X2)</b>	X2.1	0,712	0,279	Valid
	X2.2	0,579		
	X2.3	0,782		
	X2.4	0,746		
	X2.5	0,669		
	Y.1	0,513		
	Y.2	0,633		
	Y.3	0,484		
	Y.4	0,557		

	Y.5	0,661		
	Y.6	0,670		
	Y.7	0,600		
	Y.8	0,536		
	Y.9	0,514		
	Y.10	0,521		
	Y.11	0,586	0,279	Valid
	Y.12	0,582		
	Y.13	0,649		
	Y.14	0,499		
	Y.15	0,633		
	Y.16	0,650		
	Y.17	0,569		
	Y.18	0,481		

Source: data processed using spss version 26. (2025)

Based on table 1 above explaining the overall that each section produces a pearson correlation value, or r calculation greater than r of the table (0.279), it is decided that all variables in the Training, Human Resource Development, and Employee Retention Program have passed the validity test, therefore, the research can be continued to the next stage.

#### Reliability Test

Table 2 Reliability Test

Source: data processed using spss version 26. (2025)	Variable	Item Cornbach,s		Information
		Alpha		
The results from table 2 above show that the Training Program variable is 0.795, the HR	Training Program (X1)	7	0,795	Reliable
	Human resource development (X2)	5	0,730	Reliable
	Employee Retention (Y)	18	0,878	Reliable

development variable is 0.730, and the Employee Retention variable is 0.878. If the same measurement results with the same object will yield the same data, all variables are considered to be consistent because they obtain Cronbach's alpha value of more than 0.6. All of this suggests that each variable can be considered reliable or achievable.

### Multiple Linear Regression Analysis

**Table 3 Multiple Linear Regression Analysis**

Coefficient		Unstandardized		Standardized		
		Coefficients		Coefficients		
Type		B	Std. Error	Beta	t	Sig.
1	(Constant)	31.524	6.718		4.693	.000
	X1	.364	.300	.182	1.212	.231
	X2	1.608	.442	.546	3.643	.001

a. Dependent Variable: Y

Source: data processed using spss version 26. (2025)

Based on the results of table 3 above, the multiple linear equation can be written as follows

$$= 31.524 + 364x_1 + 1.608x_2$$

The description is as follows:

- The value of the constant coefficient of 31.524 which shows a positive number can be interpreted that if the variables of Training Program (X1), and Human Resources Development (X2), then the variable of Employee Renance (Y) will increase by 52.4%.
- The beta coefficient value for the Training Program variable (X1) of 0.364 indicates that if the other variable remains constant and the X1 variable increases by 1%, then the Employee Retention variable (Y) will increase by 36.4%. Conversely, if the other variable is constant and the variable (X1) decreases by 1%, then the Training Program variable will decrease by 36.4%.
- The beta coefficient value for the HR Development variable (X2) of 1.608 indicates that if the other variable is considered constant and the X2 variable increases by 1%, then the Employee Retention variable (Y) will increase by 60.8%. Conversely, if the other variable remains constant and the variable X2 decreases by 1%, then the sales volume will decrease by 60.8%.

T test (Partial test)

**Table 4 Test Table t**

Coefficient	
Unstandardized	Standardized
Coefficients	Coefficients

Type	B	Std. Error	Beta	t	Sig.
1 (Constant)	31.524	6.718		4.693	.000
Total X1	.364	.300	.182	1.212	.231
Total X2	1.68	.442	.546	3.643	.001

a. Dependent Variable: Y

Source: data processed using spss version 26. (2025)

- Hypothesis 1: The Effect of Training Programs on Employee Retention.  
From the T Test table, the Training Program variable (X1) has no effect on Employee Retention. It is known that the significant value is 0.231, which is a value that  $> 0.05$ , and the t value of the Table  $> t$  calculation is  $1.212 < 2.009$  Therefore, the Training Program variable (X) has no effect on Employee Retention.

- Hypothesis 2: The Effect of Human Resources Development on Employee Retention.

Judging from the T Test to determine the t-value of the calculation and the significant value of the HR Development variable (X2), it shows that the t-value of the Calculation  $> t$  Table, namely,  $3.643 > 2.009$  And the significance value obtained is 0.001 which  $< 0.05$ , so it can be concluded that the HR Development variable (X2) has a significant and positive influence on Employee Retention

F Test (Simultaneous)

**Table 5 F Test**

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Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	946.291	2	473.145	21.473	.000b
Residual	1057.631	48	22.034		
Total	2003.922	50			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: data processed using spss version 26. (2025)

- Hypothesis 3: The Effect of Training and HR Development Programs on Employee Retention simultaneously.

Based on table 5 above, it can be concluded that the value of F is calculated as  $21.473 > the F of the table is 3.190$  and the significant value of  $0.00 < 0.05$  shows that the variables of Training Program (X1), Human Resources Development (X2) have a simultaneous effect on the variable of Employee Retention (Y).

## Discussion of Research Results

### **The Effect of Training Programs on Employee Retention**

From the results of the research carried out, the Training Program has no effect on Employee Retention. It can be seen from the significant value showing the value of  $0.231 > 0.05$  and the value of  $t \text{ Calculate} > t \text{ Table } 1.121 < 2.009$ .

Employees realize that companies need training to improve their skills in maintaining their profession so that they can adapt to technological developments and complete work well and on target. which can increase productivity and make employees feel comfortable in their work environment.

This is in line with the research that was previously also carried out by, (Millena & Donal Mon, 2022) Training has no significant effect on employee retention through job satisfaction. As a result, employees may remain dissatisfied with their jobs by having a desire to look for another job, resulting in low employee retention.

### **The Influence of Human Resource Development on Employee Retention**

Based on the results of the calculation of the T Test, the significance value of the Human Resources Development variable ( $X_2$ )  $> 0.05$  or  $t \text{ Calculate } 3.643 > t \text{ Table } 2.009$ . which means that Human Resources Development has an effect on Employee Retention.

When a company can provide opportunities for its employees to develop professionally, employees will feel comfortable in the work environment and choose to stay in the company which is the goal of having a positive relationship with HR development and employee retention.

This is in line with previous research conducted by (Nurmalitasari, 2021) The more companies provide opportunities for their employees to develop their careers, the more employees participate in the company by providing their skills.

### **The Effect of Training and Human Resources Development Programs on Simultaneous Employee Retention**

Based on the results of the calculation of the F Test, it can be seen that the significance value of the variables of the HR Training and Development Program variable on Employee Retention is  $0.00 < 0.05$  and the value of  $f \text{ Calculation}$  is  $21.473 > f \text{ Table}$  is  $3.190$ . This shows that the HR Training and Development Program has an effect on employee retention because employees feel accepted by the company. HR training and development can improve employees' abilities regarding abilities, performance, and productivity, so that companies can retain potential employees.

## **CONCLUSION**

Based on the findings of the research findings and previous discussions on the influence of the HR Training and Development Program on Employee Retention in PDAM Palopo, several conclusions can be made to answer this research problem, namely:

The Training Program ( $X_1$ ) has no effect on Employee Retention ( $Y$ ) at PDAM palopo because Employees realize that companies need training to improve their skills in defending

their profession so that they can adapt to technological developments and complete work well and according to targets.

Human resource development (X2) has an effect and is significant on Employee Retention (Y) at PDAM palopo because when the company can provide opportunities for its employees to develop and develop professionally, employees will feel comfortable in the work environment and choose to stay in the company which is the goal of a positive relationship with human resource development and employee retention.

Training Programs (X1) and Human Resources Development (X2) have a simultaneous effect on Employee Retention (Y) because employees feel accepted by the company, in addition to training and human resource development can improve capabilities, performance, and productivity so that the company can retain potential employees.

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