

The Effect of Compensation Training And job Satisfaction Towards Employee Retention at Cv. Smile Auto Service Makassar

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Abstract

This study uses a quantitative method with 61 respondents. The results show that the Training variable (X_1) has a positive and significant effect on Employee Retention (Y), with a regression coefficient value of 0.246 and a significance value of $0.000 < 0.050$, so that H_0 is rejected and H_1 is accepted, the Compensation variable (X_2) has a positive and significant effect on Employee Retention, with a regression coefficient value of 0.101 and a significance value of $0.030 < 0.050$, so that H_0 is rejected and H_1 is accepted, the Job Satisfaction variable (X_3) has a positive but insignificant effect on Employee Retention, with a regression coefficient value of 0.036 and a significance value of > 0.050 , so that H_0 is accepted and H_1 is rejected. Simultaneously, training, compensation, and job satisfaction have a significant effect on employee retention, with a calculated F value $>$ from the F table and a significance value of $0.000 < 0.050$. These findings indicate that increased training and effective compensation can improve employee retention, while job satisfaction requires strengthening other supporting factors.

INTRODUCTION

In an era of increasingly fierce business competition, human resources (HR) have become a strategic asset that determines an organization's success. Qualified, competent, and loyal employees are crucial for maintaining company stability and increasing productivity. However, high employee turnover rates remain a major challenge for many organizations. This phenomenon often results in losses, both in recruitment and retraining costs, and in the loss of knowledge and work experience.

Strategic approaches companies can take to improve employee retention include providing targeted training, providing fair and competitive compensation, and fostering high levels of job satisfaction. Training provides employees with opportunities to develop competencies and boost their confidence in carrying out their duties. Adequate compensation can foster a sense of security and recognition for employee contributions. Meanwhile, high job satisfaction can foster employee loyalty and emotional attachment to the organization.

According to Sutrisno (2016), training is a systematic process to improve employee knowledge, skills, and attitudes to optimize work performance. Training goes beyond providing new information and instilling positive work attitudes and habits. In an organizational context, training is a long-term investment aimed at increasing work productivity and employee readiness to face changes in the work environment. Training is seen as a learning process aimed at improving work efficiency. This process not only improves technical skills but also strengthens employee responsibility and work motivation, enabling them to carry out tasks according to organizational demands.

Compensation is crucial for employees as individuals, as wages are a measure of their value to others, their families, and the community. Fair compensation can encourage employee participation, enabling them to work responsibly and contribute to the company. Compensation is the reward or remuneration employees receive from the company for contributing their energy and ideas to the company's advancement.(Ariyanti & Suartina, 2021). Compensation provided by a company to employees serves as an incentive to improve performance. Compensation is defined as something that replaces the services an employee has provided to the company. Observing this definition, it can be concluded that compensation is a reward for services provided to employees who carry out work to achieve company goals. Fair and competitive compensation will increase employee satisfaction and loyalty to the organization. Compensation must be in accordance with job values, individual performance, and market conditions to maintain motivation and encourage employee retention. This is part of an organization's strategy to retain a competent workforce.

According to Koesmono (2014), job satisfaction can be defined as an individual's assessment, feelings or attitude towards their work, which is related to the work environment, where a person's desires and needs can be fulfilled through the work activities they carry out.(Noorcahyo, 2025)Many factors influence employee job satisfaction. The role these factors play in providing satisfaction depends on each individual employee. Several factors contribute to job satisfaction, including individual factors, including age, health, and employee expectations, as well as social factors, including family relationships, employee perspectives, and community relationships.

Employee retention is a method used by management to retain competent employees so that they remain in the company for a predetermined period of time (Ningsih et al., 2024). Employee retention refers to many rules and procedures that require staff members to remain for an appropriate period of time. To maintain good or even improve employee performance, it is necessary to maintain all types of employee attitudes, circumstances, and working conditions (Setiawan et al., 2023). Employee burnout increases the likelihood that employees will consider leaving their current positions.(Raniasari Bimanti Esthi & Saur Panjaitan, 2023)Employees who feel unappreciated may also lose motivation to contribute their best. Losing experienced and competent employees can result in high costs for the company in terms of training and adapting new employees. For companies, retaining competent people is crucial because retaining employees is better than finding new ones, Ahlrichs said.(Bahrun & Yusuf, 2022)Therefore, retaining existing employees is crucial; retaining competent employees is more profitable than recruiting new ones. Employees who feel valued tend to be more loyal to the company and more willing to invest in its long-term growth. This creates a positive and collaborative work environment, which in turn can lead to increased productivity and creativity. Employee retention is a technique used by management to retain employees for a certain period of time.

Data from recent years shows an unstable turnover rate. Several important factors suspected of influencing retention include the quality of training provided, the level of compensation offered, and employee job satisfaction.

Table 1. Employee turnover rate of CV Smile Auto Service Makassar (2020–2024).

Year	Number of Employees at the Beginning of the Year	Employee Outgoing	Turnover Rate (%)
2020	65	21	32.3%
2021	53	6	11.3%

2022	58	4	6.9%
2023	70	8	11.4%
2024	62	5	8.1%

Source: Data until 2024

Based on data on the number of employees at the beginning of the year and employees who leave each year, there are fluctuations in retention rates as follows:

1. 2020 – Low Retention (67.7%)
2. 2021 – High Retention (88.7%)
3. 2022 – Very High Retention (93.1%)
4. 2023 – Retention Declines (88.6%)
5. 2024 – Retention Strengthens Again (91.9%)

The results of discussions with the management of CV. Smile Auto Service Makassar indicate that various problems have occurred, especially regarding employee retention. The company continues to strive to maintain a high retention rate and maintain employee loyalty. Several factors that cause high turnover rates are due to the lack of training provided to employees, this can cause many employees to work less than optimally due to their lack of skills. Another impact is the lack of job satisfaction from these employees. Providing appropriate compensation is an important factor for employees to remain loyal to the company. This certainly greatly influences the existence of CV. Smile Auto Service Makassar in competing with competitors, especially those in the city of Makassar.

Based on the above facts, the researcher hopes to reach a conclusion that will be useful for the company in maintaining employee loyalty. Therefore, the researcher conducted a study entitled "The Effect of Training, Compensation, and Job Satisfaction on Employee Retention at CV. Smile Auto Service Makassar."

METHODS

This study uses quantitative research methods. The population of this study amounted to 61 people consisting of 40 permanent employees of CV Smile Auto Service and 21 employees of CV JO Sejahtera which is an official vendor used to help accelerate the work at the CV Smile Auto Service Makassar workshop, using saturated sampling techniques. Data collection was carried out through observation activities, distributing questionnaires and documentation. Data analysis techniques in this study include descriptive analysis, multiple regression data analysis, research instrument testing consisting of validity and reliability tests, classical assumption tests consisting of normality tests, heteroscedasticity tests, and multicollinearity tests, hypothesis testing through t-tests, F-tests (simultaneous testing), and Coefficient of Determination (R²) tests.

RESULTS AND DISCUSSION

Results

1. Research Instrument Test Results

a. Validity Test

In this study, the results of the validity test are described in the table and interpretation:

Table 2. Validity Test Results

Variables	Statement Items	Calculated r value	Sig. 2 tailed	Note
Training (X1)	1	.397	0.002	Valid
	2	.409	0.001	Valid
	3	.365	0.004	Valid
	4	.501	0,000	Valid
	5	.475	0,000	Valid
	6	.317*	0.013	Valid
	7	.381	0.002	Valid
	8	.481	0,000	Valid
	9	.347	0.006	Valid
	10	.376	0.003	Valid
	11	.428	0.001	Valid
	12	.550	0,000	Valid
	13	.348	0.006	Valid
	14	.419	0.001	Valid
	15	.412	0.001	Valid
Compensation (X2)	1	0.593	0,000	Valid
	2	0.541	0,000	Valid
	3	0.585	0,000	Valid
	4	0.473	0,000	Valid
	5	0.476	0,000	Valid
	6	0.418	0.001	Valid
	7	0.337	0.008	Valid
	8	0.484	0,000	Valid
	9	0.457	0,000	Valid
	10	0.577	0,000	Valid
	11	0.564	0,000	Valid
	12	0.341	0.007	Valid
Job Satisfaction (X3)	1	0.513	0,000	Valid
	2	0.443	0,000	Valid
	3	0.336	0.008	Valid
	4	0.429	0.001	Valid
	5	0.459	0,000	Valid
	6	0.497	0,000	Valid
	7	0.413	0.001	Valid
	8	0.488	0,000	Valid
	9	0.405	0.001	Valid
	10	0.420	0.001	Valid

	11	0.527	0,000	Valid
	12	0.360	0.004	Valid
	13	0.493	0,000	Valid
	14	0.471	0,000	Valid
	15	0.435	0,000	Valid
Retention (Y)	1	0.389	0.002	Valid
	2	0.514	0,000	Valid
	3	0.465	0,000	Valid
	4	0.374	0.003	Valid
	5	0.364	0.004	Valid
	6	0.337	0.008	Valid
	7	0.314	0.014	Valid
	8	0.384	0.002	Valid
	9	0.430	0.001	Valid
	10	0.366	0.004	Valid
	11	0.449	0,000	Valid
	12	0.416	0.001	Valid
	13	0.367	0.004	Valid
	14	0.321	0.012	Valid
	15	0.352	0.005	Valid

Source: Data processed in SPSS, 2025

From the validity test table presented previously, it shows that the instrument in this study can be said to be valid, if the calculated r is greater than the r_{table} . The r_{table} value for a significance level of 5% ($p = 0.05$) can be found using the number of respondents (N). Since $N = 61$, the degrees of freedom can be found as $N-2 = 61-2 = 59$. The r_{table} value is 0.327 from $df = 59$ and $p = 0.05$. The results of the validity test above indicate that the instrument used in this study has good validity for all variables analyzed. Therefore, the data obtained can be considered valid and can be used for further analysis of the effect of training, compensation and job satisfaction on employee retention at CV Smile Auto Service Makassar.

b. Reliability Test

In this study, the results of the reliability test are described in the table and interpretation:

Table 3. Reliability Test Results

No	Variables	Number of Items	Cronbach's Alpha Value	Note
1	Training (X1)	15	0.651	Reliable
2	Compensation (X2)	12	0.710	Reliable
3	Job Satisfaction (X3)	15	0.713	Reliable
4	Employee Retention (Y)	15	0.641	Reliable

Source: Data processed in SPSS in 2025

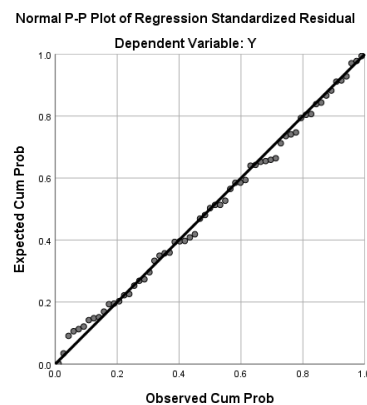
Based on the table above, it can be seen that the values obtained for each training variable (X1), compensation (X2), job satisfaction (X3), and employee retention (Y) show that the Cronbach's alpha value obtained for variable X1 is 0.651, variable X2 is 0.710, variable X3 is 0.713, and variable Y is 0.641. Each value obtained is greater than 0.06 (Cronbach's alpha > 0.06).

2. Classical Assumption Test Results

a. Normality Test

The findings from the normality test of the research data are shown in the figure and interpretation:

Figure 1 Normality Test Results



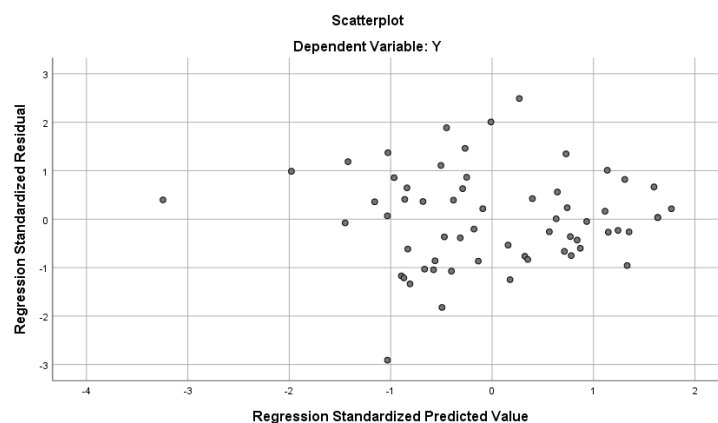
Source: Data processed in SPSS in 2025

From the normal probability plot graph above, it shows that the distribution of points is evenly distributed following or close to the diagonal line, so it can be concluded that the data is normally distributed.

b. Heteroscedasticity Test

The findings of the heteroscedasticity test conducted in this study are described in the figure and interpretation:

Figure 2 Heteroscedasticity Test Results



Source: Data processed in SPSS in 2025

Based on the image above, it shows that the points are spread above and below the number 0 on the Y axis, so it can be said that the regression model does not experience heteroscedasticity.

c. Multicollinearity Test

The findings from the multicollinearity test conducted in this study are described in the table and interpretation:

Table 4. Multicollinearity Test Results

Variables	Collinearity Tolerance	VIF	Note:
Training (X1)	0.793	1,265	No Multicollinearity
Compensation (X2)	0.939	1,064	No Multicollinearity
Job Satisfaction (X3)	0.827	1,209	No Multicollinearity

Source: Data processed by SPSS in 2025

From the multicollinearity test results table above, it can be seen that the values obtained for each variable show that the Tolerance value obtained is for the value of X1 of 0.793, the value of X2 of 0.939, and the value of X3 of 0.827. The Tolerance value is greater than 0.10 (Tolerance > 0.10). Meanwhile, the Variance Inflation Factor (VIF) value obtained is for the variable X1 of 1.265, the value of X2 of 1.064, and the value of X3 of 1.209, these values are smaller than 10 (VIF value < 10). So it can be concluded that there is no multicollinearity.

3. Multiple Linear Regression Analysis

Table 5. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40,436	3,099		13,047	0,000
	X1	0.246	0.042	0.604	5,890	0,000
	X2	0.101	0.046	0.209	2,222	0.030
	X3	0.036	0.041	0.088	0.882	0.381
a. Dependent Variable: Y						

Source: Data processed in SPSS in 2025

Based on the calculation results and data from the table, the values are:

- a. The constant value obtained from the analysis is 40.436, meaning that if there is no

influence from the three independent variables (X1, X2 and X3), the retention variable (Y) remains at the level of 40.436.

- b. The X1 coefficient value is 0.246, meaning that every 1 unit change in training (X1) and other variables are considered constant, will increase employee retention by 0.246. This indicates that the training variable (X1) contributes positively to employee retention.
- c. The coefficient value of X2 is 0.101, meaning that every 1 unit change in compensation (X2) and other variables are held constant, will increase employee retention by 0.101. This indicates that the compensation variable (X2) contributes positively to employee retention.
- d. The coefficient value of X3 is 0.036, meaning that every 1 unit change in Job Satisfaction (X3) and other variables are considered constant, will increase employee retention by 0.036. This shows that the Job Satisfaction variable (X3) contributes positively to employee retention.

4. Hypothesis Testing

a. T-test

Based on table 5 of the results of the multiple linear regression analysis above, the following conclusions can be drawn:

- 1) There is a positive influence of training (X1) on employee retention, this can be seen from the contribution of the training variable regression value of 0.246% and this significance can be seen from the significance of the training variable (X1) on employee retention (Y). $0.000 < 0.050$.
- 2) There is a positive influence of compensation (X2) on employee retention, this can be seen from the contribution of the compensation variable regression value of 0.101% and this significance can be seen from the significance of the training variable (X1) on employee retention (Y). $0.030 < 0.050$.
- 3) There is a positive and insignificant influence of the job satisfaction variable (X3) on employee retention, this can be seen from the contribution of the regression value of the job satisfaction variable of 0.036% and is not significant, this can be seen from the significance of the training variable (X1) on employee retention (Y). $0.381 > 0.050$

b. F test

The findings from the F test conducted in this study are described in the table and interpretation:

Table 6. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183,622	3	61,207	21,132	.000b
	Residual	165,098	57	2,896		
	Total	348,720	60			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X2, X1						

Source: Data processed by SPSS in 2025

From the F-test results table above, it can be seen that the calculated F value obtained is 21.132. This shows that the calculated F value is greater than the F table (calculated $F > F$ table), where the F table value is 2.766 and the significance value is less than 0.05 (sig

value > 0.05). So it can be said that training, compensation and job satisfaction together (simultaneously) influence employee retention.

c. R2 Determination Coefficient Test

The findings from the coefficient of determination (R²) test conducted in this study are described in the table and interpretation:

Table 7 Results of the R2 Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.726a	.527	.502	1,7019
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

Source: Data processed by SPSS in 2025

The results of the adjusted R² test in this study obtained a value of 0.527. This shows that employee retention is influenced by training, compensation, and job satisfaction variables by 52.7%, while the remaining 47.3% is influenced by other factors not included in this research model.

DISCUSSION

1. The effect of training (X1) on employee retention (Y)

The results of multiple linear regression and T-test results indicate that training (X1) has a positive and significant effect on employee performance (Y) at CV Smile Auto Service Makassar. The results of the t-test indicate that the calculated t-value is greater than the t-table ($5.890 > 1.672$) and the significance value (p-value) is below the specified threshold ($\alpha = 0.05$), which means that the research hypothesis stating that there is a positive and significant influence between training and employee retention can be accepted. This shows that any improvement in the implementation of training will contribute to increasing employee retention. The results of this study are strengthened by the results of interviews conducted by researchers with Mr. Dedi Kurniawan as General Manager stating that the training aspect is very important in building the confidence of workers in carrying out their duties and responsibilities, this greatly influences the attitude of employees to continue working in the company and this is quite effective for the company in retaining its employees.

2. The effect of compensation (X2) on employee retention (Y)

Based on the results of the study, it shows that compensation (X2) has a positive and significant effect on employee retention (Y) at CV Smile Auto Service Makassar. The results of the t-test show that the calculated t value is greater than the t table ($2.222 > 1.672$) and the significance value (p-value) is below the specified threshold ($\alpha = 0.05$), which means that the research hypothesis stating that there is a positive and significant effect between compensation and employee retention can be accepted. This shows that any improvement in the implementation of compensation will contribute to increasing employee retention. The results of this study are strengthened by the results of interviews conducted by researchers with Mr. Dedi Kurniawan as General Manager, stating that the company is very concerned about matters related to employee compensation, both in the form of salaries paid on time and

bonuses given fairly and transparently, this greatly supports the company's efforts to keep its employees loyal to the company.

3. The effect of job satisfaction (X3) on employee retention

Based on the results of the study, it shows that job satisfaction (Y) has a calculated t value of 0.088 which is smaller than the t table of 1.672, and a significance value greater than 0.05. This means that partially job satisfaction has a positive but insignificant effect on employee retention at CV Smile Auto Service. The positive effect indicates that the direction of the relationship between the two variables is in line, the higher the job satisfaction felt by employees, the higher the employee's desire to stay in the company. However, from this insignificant result, it shows that increasing job satisfaction alone is not strong enough to influence employees' decisions to remain working, if not supported by other factors such as competitive compensation and adequate training programs. The results of this study are strengthened by the results of interviews conducted by researchers with Mr. Dedi Kurniawan as General Manager, who stated that in terms of job satisfaction, it still needs to be improved so that the company's efforts to retain its employees can be implemented well, the company continues to strive to create a good work environment, improve relationships between fellow employees and provide career development opportunities for each employee.

CONCLUSION

Based on the results of research regarding the influence of training, compensation, and job satisfaction on employee retention, the following conclusions can be drawn:

1. Training has a positive and significant impact on employee retention. Regression analysis results show that the training variable has a coefficient value of 0.246 and a significance level of 0.000 (<0.050). This demonstrates that the better the training provided to employees, the higher the employee retention rate. Effective training can improve employee competence and loyalty to the company.
2. Compensation has a positive and significant effect on employee retention. The compensation variable shows a coefficient value of 0.101 and a significance value of 0.030 (<0.050), which means that fair and appropriate compensation can be an important factor in employee retention. Any improvement in the implementation of compensation will have an impact, as indicated by employees at CV Smile Auto Service Makassar who feel financially appreciated are more likely to stay in the organization.
3. Job satisfaction has a positive but insignificant effect on employee retention, although the regression coefficient of 0.036 indicates a positive relationship. However, the significance value of 0.381 (>0.050) indicates that the effect is statistically insignificant. This means that while job satisfaction is important, in the context of this study it is not strong enough to influence employees' decisions to stay with the company.
4. The multiple linear regression model developed in this study is able to simultaneously explain the relationship between training, compensation, and job satisfaction on employee retention. All three independent variables collectively contribute to increased employee retention, although the magnitude of each variable's influence varies.

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