

The Effect of Training and Development on Employee Retention with Job Satisfaction as an Intervening Variable on Members of The East Java Regional Police Ditreskrim

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh training dan development terhadap employee retention dengan job satisfaction sebagai variabel intervening pada anggota Ditreskrim Polda Jatim. Penelitian ini menggunakan pendekatan kuantitatif dengan metode Partial Least Square (PLS) untuk menguji hubungan antar variabel. Sampel penelitian terdiri dari 43 anggota Ditreskrim Polda Jatim yang dipilih menggunakan teknik purposive sampling. Hasil penelitian menunjukkan bahwa training memiliki pengaruh positif signifikan terhadap job satisfaction dan employee retention. Namun, development tidak memiliki pengaruh signifikan terhadap job satisfaction maupun employee retention. Selain itu, job satisfaction juga tidak berpengaruh signifikan terhadap employee retention. Meskipun demikian, ketika training, development, dan job satisfaction digabungkan, ketiganya secara keseluruhan memberikan pengaruh signifikan terhadap employee retention. Penelitian ini menyimpulkan bahwa pelatihan yang relevan dan efektif menjadi faktor kunci dalam meningkatkan kepuasan kerja dan retensi anggota. Namun, program pengembangan perlu dievaluasi agar lebih relevan dengan kebutuhan anggota. Ditreskrim Polda Jatim disarankan untuk memperbaiki program pelatihan dan pengembangan, serta memperhatikan faktor lain seperti kompensasi, lingkungan kerja, dan keseimbangan kerja-kehidupan untuk meningkatkan retensi anggota secara keseluruhan.

Kata Kunci: *Training, Development, Job Satisfaction, Employee Retention, Ditreskrim Polda Jatim*

ABSTRACT

This study aims to analyze the effect of training and development on employee retention with job satisfaction as an intervening variable on members of the Ditreskrim Polda Jatim. This study uses a quantitative approach with the Partial Least Square (PLS) method to test the relationship between variables. The research sample consisted of 43 members of the Ditreskrim Polda Jatim who were selected using purposive sampling techniques. The results of the study indicate that training has a significant positive effect on job satisfaction and employee retention. However, development does not have a significant effect on job satisfaction or employee retention. In addition, job satisfaction also does not have a significant effect on employee retention. However, when training, development, and job satisfaction are combined, all three overall have a significant effect on employee retention. This study concludes that relevant and effective training is a key factor in increasing job satisfaction and member retention. However, development programs need to be evaluated to be more relevant to member needs. The Ditreskrim Polda Jatim is advised to improve training



and development programs, as well as pay attention to other factors such as compensation, work environment, and work-life balance to increase overall member retention.

Keywords: *Training, Development, Job Satisfaction, Employee Retention, Ditreskrimum Polda Jatim.*

INTRODUCTION

In an increasingly competitive work environment, the retention of qualified members is one of the main concerns of organizations, both in the private and public sectors. This is due not only to the high cost of recruiting and training new members, but also to the direct impact on operational stability and the achievement of organizational goals. Ditreskrimum Polda Jatim as one of the working units under the East Java Regional Police faces the same challenge. As an organization tasked with handling the investigation and investigation of general criminal offenses, Ditreskrimum Polda Jatim requires members who are high performers, dedicated, and have qualified competence to ensure the effectiveness of its operational work. According to Nugraha (2020), members who feel satisfied with their work have a tendency to stay in the organization and make maximum contribution towards the achievement of goals. Therefore, factors such as training, development, and job satisfaction are important elements that affect employee retention. In this context, Ditreskrimum Polda Jatim needs to understand how these factors interact with each other and contribute to increasing member retention. Human Resources (HR) is a major asset in any organization. Trained and skilled human resources not only contribute to the operational success of the organization but also create innovations that support the growth of the organization in the future. In government institutions such as Ditreskrimum, the existence of quality human resources is the main foundation in providing effective and efficient public services. Therefore, HR management involving training, development, and improving job satisfaction is a top priority. In the modern world of work, training and development are becoming an integral part of human resource management strategies. Training is designed to enhance the technical skills, knowledge, and competencies of members to match the demands of their current jobs. Meanwhile, development focuses more on improving individual abilities on a long-term basis, including the development of managerial skills, leadership, and adaptability to changes in the work environment (Meyer, 2021). Both approaches are expected to not only improve individual performance but also create a more motivating and conducive work environment. However, although training and development have been widely implemented, the impact on member retention is often not immediately apparent. One of the variables that act as a liaison is job satisfaction. Members who feel satisfied with their work tend to be more loyal to the organization and have higher retention rates (Robbins, 2023). Job satisfaction includes various aspects, such as compensation fairness, interpersonal relationships, career development opportunities, as well as the balance between work and personal life. If these aspects are met, members tend to feel more attached to their organization. In Law No. 13 of 2003 on Labor, it is stated that Labor is any individual who is able to perform work to produce goods and/or services both for the benefit of himself and society. In this context, members of Ditreskrimum Polda Jatim not only act as executors but also as carriers of the vision and mission of the organization. Therefore, Ditreskrimums need to pay special attention to aspects that can improve job satisfaction and retention of their members. Several previous studies have shown a positive relationship between training, development, job satisfaction, and member retention. However, there are still some research gaps that need to be explored further. For example, Nugraha (2020) mentions that most studies have focused only on the direct relationship between training and member retention, without regard to the mediating role of job satisfaction. In addition, Hanifa et al. (2024) highlighted that the organizational

context also influences the relationship between these variables. In the government sector, for example, factors such as job stability and organizational culture can play a significant role. In the context of Ditreskrimum Polda Jatim, training and development has become part of the organizational strategy to improve the competence of members. However, the effectiveness of these programs in improving job satisfaction and member retention still needs to be evaluated further. Is the training provided in accordance with the needs of members? Has the development program provided tangible benefits to members? And most importantly, to what extent does job satisfaction mediate the relationship between member training, development, and retention? Based on this background, this study aims to analyze the effect of training and development on retention of members with job satisfaction as a mediation variable on members of the East Java Regional Police Ditreskrimum. This research is expected to provide theoretical and practical contributions in the development of human resource management strategies, especially in the context of government organizations.

METHOD

This study uses a descriptive quantitative approach to analyze the relationship between research variables, namely training (training), development (development), and retention of members (employee retention) with job satisfaction (job satisfaction) as an intervening variable. Descriptive quantitative method was chosen because it allows researchers to describe and analyze the relationship between variables systematically and measure the influence of each variable statistically. The location of this study was set at the Directorate of Criminal Investigation of East Java Regional Police, which is a working unit under the East Java Regional Police, which has responsibility for handling investigations and investigations of general crimes. This study focused on Ditreskrimum members as research subjects, given the importance of member retention in supporting the operational effectiveness of the organization. The population in this study consisted of all members Ditreskrimum Polda East Java totaling about 100 members.

As a sample, this study uses the Slovin formula with a margin of error of 10%, resulting in a sample of 50 respondents. The determination of the sample was carried out by non-probability sampling technique using purposive sampling method, where respondents were selected based on certain criteria, namely Ditreskrimum members who have at least two years of work experience and understand and are involved in training and development programs organized by Ditreskrimum. The operational definition of variables in this study was formulated to explain the measured concepts. The training variable (X1) is defined as activities aimed at improving the skills, knowledge and competencies of members. Development variables (X2) refer to programs designed to improve an individual's abilities on a long-term basis. Job satisfaction (Z) includes the level of satisfaction members have with their work, including aspects of compensation and the work environment.

While member retention (Y) is defined as the ability of an organization to retain members for a longer period of time. Data collection was carried out through questionnaires consisting of a series of closed and open questions, designed to obtain information from respondents. The questionnaire is divided into four main parts, namely demographic information, statements related to training, development, and job satisfaction variables and member retention. Each statement on the questionnaire uses a 5-point Likert scale to measure respondents' approval levels. The data collected consisted of primary data, obtained directly from respondents, as well as secondary data taken from internal documents Ditreskrimum and Related Literature. Data analysis was

conducted using SmartPLS 3.2.8 application and Partial Least Square (PLS) approach. The analysis process begins with the evaluation of the measurement model (outer model) to measure the validity and reliability of variable indicators. Validity was tested through Average Variance Extracted (AVE) and loading factor, while reliability was tested using Cronbach's Alpha and Composite Reliability. After that, the structural model (inner model) is tested to analyze the relationship between latent variables, where R-Square (R2) and path coefficient are used as test indicators. Hypothesis testing is done through bootstrapping method to get the value of T-statistic and p-value, with predetermined test criteria. This research model describes the relationship between training, development, job satisfaction, and retention of members in the form of a path diagram.

RESULT

Profile of SMA Negeri 1 Pamekasan

Ditreskrim Polda Jatim or Directorate of General Criminal Investigation of the East Java Regional Police, is one of the working units under the East Java Regional Police which is responsible for handling general criminal cases in the East Java region. The main duties and functions of Ditreskrim Polda Jatim are to investigate and investigate general crimes such as murder, persecution, theft, detention, gambling, fraud and embezzlement in East Java, as well as coordinating with relevant agencies in handling general criminal cases. Ditreskrim Polda Jatim led by a director who oversees several areas, such as Subdit I general criminal, Subdit II Hardabangtah, Subdit III Jatanras and Subdit IV Renakta. The members of Ditreskrim Polda Jatim consist of experienced investigators in the field of investigating General cases. This Unit is responsible for handling general criminal cases throughout the province of East Java, so it has a strategic role in law enforcement and handling of general crimes in East Java. In addition to these key tasks and functions, previous studies have shown that factors such as remuneration, transformational leadership, and employee engagement can also affect the performance and retention of members in the organization.

Results Of Data Analysis

Respondents in this study were members of Ditreskrim Polda Jatim. The following is a description of the number of research respondents. This identification is done to determine the general identity of the respondents research

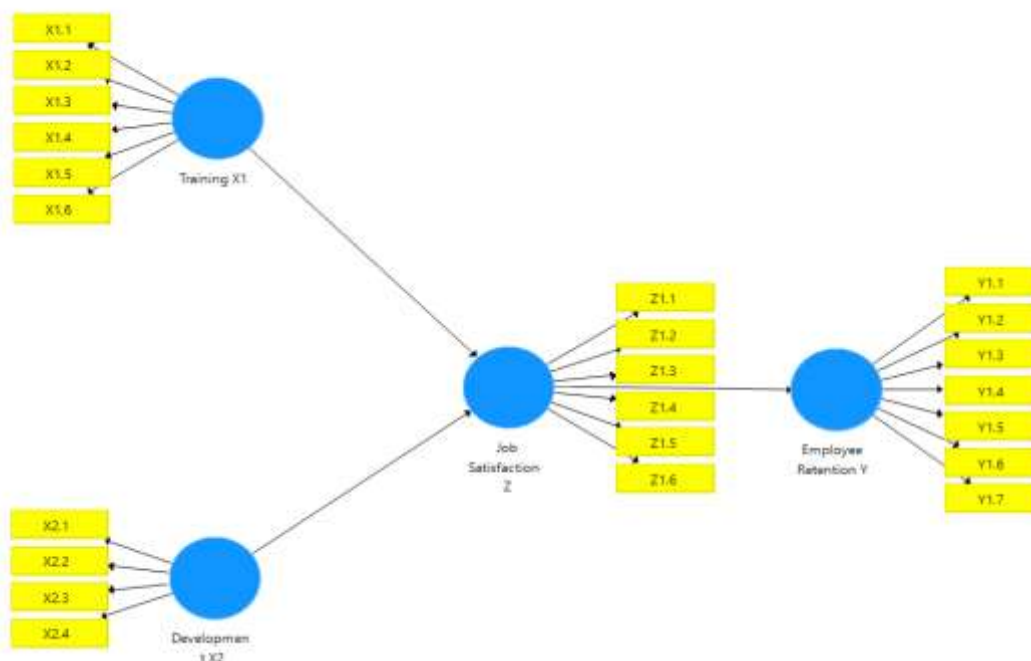


Fig. 1 PLS Algorithm result display

Judging from the results of the PLS algorithm in the figure, there is a variable discipline of organizational culture, and lean management accounting has a correlation value above 0.70. However, in the research development stage the loading scale of 0.50 to 0.60 is still acceptable. The output of SmartPLS graph is shown in Figure 4.1 which has met convergent validity because all loading factors are above 0.50. In Table 4.6 will be presented the value of AVE for all variables.

Table 1 Uji Validity Result

	Cronbach's Alpha	Average Variance Extracted (AVE)
Development X2	0,857	0,699
Employee Retention Y	0,899	0,620
Job Satisfaction Z	0,875	0,608
Training X1	0,910	0,693

Source: Smart PLS

Based on Table 1, it can be concluded that all variable constructs meet valid criteria. This is indicated by the value of Average Variance Extracted (AVE) for all variable constructs above 0.50, as the recommended criteria, so the data used in this study is valid. Table 2 shows the results of reliability tests used in this study.

Tabel 2 Uji Reliability Result

	Cronbach's Alpha	rho_A	Composite Reliability
Development X2	0,857	0,862	0,903
Employee Retention Y	0,899	0,913	0,919
Job Satisfaction Z	0,875	0,920	0,903
Training X1	0,910	0,923	0,931

Source: Smart PLS

Based on Table 2 shows that the variable construct is declared reliable if it has a composite reliability value above 0.70. SmartPLS output results show that all variable constructs have composite reliability values above 0.70. So, it can be concluded that the variable construct has good reliability in this study. Testing the inner model or structural model is done to see the relationship between the construct, the value of significance and R-square of the research model. Structural models were evaluated using R-square for T-test dependent constructs as well as significance of structural path parameter coefficients. In assessing a model with PLS start by looking at the R-square for each variable. Table 4.3 is the result of R-square test using SmartPLS.

Tabel 3 R-Square Result

	R Square	R Square Adjusted
Employee Retention Y	0,725	0,704
Job Satisfaction Z	0,535	0,512

Source: Smart PLS

Based on Table 3, it can be seen that the significance value obtained is 0.704. Table 3 shows the value of R-square for member performance variables obtained by 0.704. This result shows that 70.4% of training, development, and job satisfaction variables affect employee retention variables, while the remaining 29.6% are influenced by other variables outside this study. The basis used in testing the hypothesis is the value contained in the output path coefficients. Table 4.4 provides the estimated output for structural model testing.

Table 4 Path Coefficient Results T-Value, P-Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Development X2 -> Employee Retention Y	-0,030	-0,019	0,226	0,133	0,894
Development X2 -> Job Satisfaction Z	0,177	0,210	0,252	0,704	0,482
Job Satisfaction Z -> Employee Retention Y	-0,118	-0,140	0,210	0,562	0,574
Training X1 -> Employee Retention Y	0,956	0,956	0,183	5,218	0,000
Training X1 -> Job Satisfaction Z	0,585	0,566	0,224	2,612	0,009
Training X1 Development X2 & Job Satisfaction Z -> Employee Retention Y	0,069	-0,076	0,133	2,516	0,007

Source: Smart PLS

In PLS statistically testing each hypothesized relationship is done using simulation. In this case the bootstrap method is performed against the sample. Testing with bootstrap is also intended to minimize the problem of abnormality of research data, the results of testing with bootstrapping from PLS analysis are as follows.

DISCUSSION

Hypothesis Test 1 (Training Effect On Job Satisfaction)

Hypothesis 1, which states that training affects job satisfaction, is proven to be influential. This is because the results of hypothesis testing 1 showed that the relationship of training variables with job satisfaction showed a significance value of 0.009. The significance value is less than 0.05. This means that training has a significant effect on job satisfaction, thus hypothesis 1 is accepted.

Hypothesis Test 2 (Development Effect On Job Satisfaction)

Hypothesis 2, which states that development affects job satisfaction, proved to have no effect. This is because the results of hypothesis testing 2 showed that the relationship of development variables with job satisfaction showed a significance value of 0.482. The significance value is greater than 0.05. This means that development has no significant effect on job satisfaction, thus hypothesis 2 is rejected.

Hypothesis Test 3 (Training Effect On Employee Retention)

Hypothesis 3, which states that training affects employee retention, is proven to be influential. This is because the results of hypothesis testing 3 showed that the relationship

of training variables with employee retention showed a significance value of 0.000. The significance value is less than 0.05. This means that training has a significant effect on employee retention, thus hypothesis 3 is accepted.

Hypothesis Test 4 (Development Effect On Employee Retention)

Hypothesis 4, which states that development has an effect on employee retention, has been shown to have no effect. This is because the results of hypothesis testing 4 showed that the relationship of development variables with employee retention showed a significance value of 0.894. The significance value is greater than 0.05. This means that development has no significant effect on employee retention, thus hypothesis 4 is rejected.

Hypothesis Test 5 (Job Satisfaction Affects Employee Retention)

Hypothesis 5, which states that job satisfaction has an effect on employee retention, is proven to have no effect. This is because the results of hypothesis testing 5 showed that the relationship of job satisfaction variables with employee retention showed a significance value of 0.574. The significance value is greater than 0.05. This means that job satisfaction has no significant effect on employee retention, thus hypothesis 5 is rejected.

Hypothesis Test 6 (Training, Development, Job Satisfaction Effect On Employee Retention)

Hypothesis 6, which states that training, development & job satisfaction affect employee retention, is proven to be influential. This is because the results of hypothesis testing 6 showed that the relationship of variables training, development & job satisfaction with employee retention showed a significance value of 0.007. The significance value is less than 0.05. This means that training, development & job satisfaction have a significant effect on employee retention, thus hypothesis 6 is accepted

Impact Of Training On Job Satisfaction

Based on the test results that have been done, the results show that the significance value of $0.009 < 0.05$ which means that the significance is less than 0.05. This test shows that H_0 is rejected and H_a is accepted so it can be concluded that the training variables have a significant effect on job satisfaction. In this case the higher the training produced in a shorter time can be said that the level of job satisfaction has a high value. The results of this study support the results of the study (Saks 2019), this indicates that effective training is able to significantly increase the job satisfaction of members. Well-designed training provides benefits not only in the form of improved technical skills but also helps members feel more confident and competent in carrying out their duties. This sense of competence often contributes to the feeling of satisfaction in everyday work.

In addition, training also reflects the organization's commitment to member development. When members feel that the organization is investing in their growth, they tend to have a positive view of their work and the organization as a whole. This factor increases the sense of loyalty, appreciation, and job satisfaction. In a work environment such as in Ditreskrimum Polda Jatim, which has high job demands, training becomes the key to increasing the intrinsic motivation of members. Furthermore, relevant training can also help members better understand their roles and bridge the gap between job expectations and abilities. Training that is felt to be useful by members will create a more supportive working atmosphere, thereby significantly increasing job satisfaction. Thus, the results of this study confirms the importance of targeted and quality training programs in building job satisfaction among members.

The effect of Development on Job Satisfaction as a variable intervening on members Ditreskrimum Polda Jatim

Based on the test results that have been done, the results show that the significance value of $0.482 > 0.05$ which means that the significance is greater than 0.05. This test shows that H_0 is accepted and H_a is rejected so it can be concluded that development does not affect job satisfaction. The results of this study contradict the results of research that has been carried out (Fadlan, 2024), member development (development) includes various organizational initiatives that aim to improve individual competencies on a long-term basis, such as advanced training, formal education, mentoring, or career development programs. When members are given access to relevant development opportunities, they tend to feel more valued by the organization. These feelings can increase motivation and a positive attitude towards their work, which ultimately contributes to job satisfaction.

However, the effectiveness of the development program depends largely on the extent to which the needs of the members are met. If the development program is not relevant to the career goals or individual needs of members, the impact on job satisfaction can be minimal. In these cases, it is likely that there are other factors that more predominantly influence job satisfaction, such as the quality of training, the work environment or the reward and recognition factor in the workplace. In addition, members' perceptions of the results of development also affect their impact on job satisfaction. If members feel the development program provides tangible benefits, such as promotion opportunities or skill improvements, they are more likely to be satisfied. Conversely, if the results of the development are not clearly visible, the impact on job satisfaction may be reduced. Therefore, it is important for organizations to design development programs that suit the needs of members and ensure tangible results to significantly increase job satisfaction.

Impact Of Training On Employee Retention

Based on the test results that have been done, the results show that the significance value of $0.009 < 0.05$ which means that the significance is less than 0.05. This test shows that H_0 is rejected and H_a is accepted so it can be concluded that the training variable has a significant effect on employee retention. In this case, the higher the motivation produced in a shorter time, it can be said that the level of employee retention has a high value. The results of this study support the results of the study (Tannenbaum, 2023), well-designed training provides many benefits for members. In addition to improving technical skills, training gives members a sense of confidence and satisfaction in being able to better meet the demands of their jobs. This self-confidence can increase their loyalty to the organization, as they feel that the training they receive helps in achieving personal and professional success.

On the other hand, training also reflects the organization's commitment to the individual development of members. When members feel that the organization is investing in their growth, they tend to have a stronger emotional connection with the company. This creates a heightened sense of reward and loyalty, which ultimately reduces the intention to leave a job or seek opportunities elsewhere. In the context of organizations such as Ditreskrimum Polda Jatim, which has a dynamic work with high pressure, training can also play a role in reducing work stress. With better skills and knowledge, members will feel better prepared for the challenges of the job, thus creating a more positive and fulfilling work environment. This factor also indirectly favors member retention. Overall, the results of this study confirm that training is one of the key factors affecting member retention. Organizations that consistently provide quality training not only improve the performance of individuals but also maintain the stability of their workforce in the long run.

Impact Of Development On Employee Retention

Based on the test results that have been done, the results show that the significance value of $0.894 > 0.05$ which means that the significance is greater than 0.05. This test shows that H_0 is accepted and H_a is rejected so it can be concluded that development does not affect employee retention. The results of this study contradict the results of research that has been carried out (Meyer, 2022), in general, development programs (development) aim to improve individual competencies on a long-term basis through formal education, advanced training, or career development programs. These programs are designed to provide added value to members by opening up opportunities for promotion, skill development, or increased employability. However, if the development program is not designed appropriately or does not suit individual needs, its effectiveness against member retention may decrease.

One possibility that can explain the negative relationship in this study is the perception of members of the development program. If members feel that development benefits the organization more than their personal needs, or if the results of the development program are not obvious, they may be less emotionally attached to the organization. In addition, development programs that are not followed by Real career opportunities, such as promotions or increased responsibilities, can also influence members to seek better opportunities outside the organization. Other factors that may influence are the working conditions and the environment of the organization as a whole. If important aspects such as work culture, compensation, or management are not supportive, the development program may not be strong enough to retain members. In this case, employee retention is more influenced by other variables that have a more significant impact than development. In conclusion, although development programs have the potential to influence member retention, the results of this study indicate that the influence is not significant. To increase the effectiveness of development in supporting employee retention, organizations need to ensure that development programs are designed in a relevant way to the individual needs of members, with clear career opportunities, and supported by conducive working conditions.

The Effect Of Job Satisfaction On Employee Retention

Based on the test results that have been done, the results show that the significance value of $0.574 > 0.05$ which means that the significance is greater than 0.05. This test shows that H_0 is accepted and H_a is rejected so it can be concluded that job satisfaction has no effect on employee retention. The results of this study contradict the results of research that has been done (Robbins, 2023), in general, job satisfaction is often considered one of the important factors that affect member retention. When members feel satisfied with their work whether due to work environment factors, compensation, development opportunities, or interpersonal relationships they tend to have a higher commitment to the organization and are less likely to seek work elsewhere. However, the results of this study indicate a weak negative relationship, which may be due to several factors.

One possibility is that job satisfaction in this organization may not be strong enough to influence a member's decision to stay. Members who are satisfied with their work may still choose to leave the organization due to other factors, such as better career opportunities, personal needs, or insurmountable work pressures despite their high job satisfaction. Thus, external factors beyond job satisfaction also play a large role in the retention decision. Another possibility is that in certain organizations, such as the East Java Regional Police Directorate which has very specific job demands and high pressures, factors such as job stability, career ladder, or material compensation may have a greater

influence than job satisfaction. Thus, even if members feel satisfied, they still consider these aspects in deciding whether to stay in the organization. In conclusion, these results show that job satisfaction alone is not significant enough to affect employee retention. To improve member retention, organizations need to consider a more holistic approach, including improving structural aspects such as career opportunities, work-life balance, and competitive compensation, in addition to improving job satisfaction.

The effect of Training and Development on Employee Retention with Job Satisfaction as an Intervening variable

Based on the test results that have been done, the results show that the significance value of $0.007 < 0.05$ which means that the significance is less than 0.05. This test shows that H_0 is rejected and H_a is accepted so it can be concluded that training and Development variables with Job Satisfaction have a significant effect on employee retention. The results of this study contradict the results of studies that have been conducted (Milkovich, 2023),

The effect of training and development on employee retention with job satisfaction as an intervening variable can be understood through the complex relationship between the three factors. Training has a significant positive effect on employee retention, as the training provided improves the skills and competencies of members, which in turn increases their job satisfaction. Members who feel more prepared and confident in performing their duties tend to be more satisfied with their work and more loyal to the organization, resulting in increased member retention. On the other hand, development shows no significant effect on employee retention, which may be due to a mismatch between existing development programs and member needs or expectations. Although job satisfaction plays a mediator role, job satisfaction is not strong enough to directly influence a member's decision to stay, especially if other factors such as career opportunities or compensation are more dominant in their decision. Thus, training is more effective in increasing member retention through increased job satisfaction, while development needs improvement in order to have a greater impact on retention.

CONCLUSION

This study aims to determine the factors that affect the performance of members in Ditreskrimum Polda Jatim, with a focus on the influence of training and development of employee retention, where job satisfaction acts as an intervening variable. The results showed that the training has a significant positive effect on increasing job satisfaction of members Ditreskrimum Polda Jatim. While the relationship between development and job satisfaction is positive, it is not significant enough. Training was also shown to have a strong impact on increasing member retention, while development showed no significant effect on retention. In addition, job satisfaction does not have a significant effect on member retention, but when training, development, and job satisfaction are combined, they all contribute positively to member retention. Ditreskrimum Polda Jatim as a government agency requires high-performing members to carry out surveillance and inspection functions effectively. Employee engagement boosts morale, motivates members to contribute more, and creates a positive work environment. However, less effective communication can reduce its impact on member performance. To overcome this, Ditreskrimum Polda Jatim need to consider the implementation of motivational programs, such as recognition of performance, incentives, or career development opportunities, in order to increase the level of motivation of members. In addition, although compensation is provided on an ongoing basis, members may not be satisfied with the amount or structure of compensation. A thorough evaluation of existing

communication systems is also needed to improve information flow and communication styles to better support collaboration. Training programs relevant to members' needs should be developed, and development programs need to be evaluated to ensure that members get tangible benefits, such as promotion opportunities or career advancement. By improving factors such as fair compensation, a conducive work environment, and work-life balance, member retention can be significantly improved.

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