

Analysis of The Influence of Training Effectiveness and Employee Engagement on Employee Retention Through Organizational Commitment as an Intervening Variable

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Abstract

This study aims to analyze the influence of Training Effectiveness and Employee Engagement on Employee Retention with Organizational Commitment as an intervening variable at PT Mitra Bisnis Madani (PT MBM), an affiliated company (PPU Perusahaan Partner Usaha) of PT Permodalan Nasional Madani (PNM). PNM is a non-bank financial institution in Indonesia that focuses on empowering micro, small, and medium enterprises (MSMEs), as well as cooperatives. PNM is a subsidiary of BRI and is part of the Ultra Micro Holding. Its main services include microfinance through programs such as PNM Mekaar (for underprivileged women) and PNM ULaMM. PT Mitra Bisnis Madani focuses on car and motorcycle rental activities to support PNM's operations in empowering MSMEs and faces various challenges related to managing employee competencies and workloads effectively to achieve optimal performance. This study examines the relationship between Training Effectiveness and Employee Engagement on Employee Retention, with Organizational Commitment as an intervening variable, using the path analysis method. Data were collected through a survey using a questionnaire distributed to all employees of PT Mitra Bisnis Madani across Indonesia. The variables studied include Training Effectiveness, Employee Engagement, and Employee Retention, with Organizational Commitment as the intervening variable. This research provides strategic recommendations for PT Mitra Bisnis Madani in managing these factors to achieve organizational sustainability.

Keywords: training effectiveness, employee engagement, employee retention, organizational commitment, intervening variables

INTRODUCTION

In the car and motorcycle rental industry, one of the actual problems often faced is the high turnover rate of employees and the difficulty of maintaining competent human resources (Addo, 2019; Aswale, 2017; Edwin, 2007). This phenomenon can be seen from the fluctuation in the number of employees every year, where many leave before the expected working period, causing companies to constantly recruit and train new ones. As a result, operational costs increase, and the quality of service to customers becomes less consistent (Aswale, 2017; Buell et al., 2016; David Mc A, 2013; Nguyen et al., 2020). This gap phenomenon is also influenced by the lack of optimal training effectiveness and the lack of maximum employee engagement in company activities.

In vehicle rental companies in Indonesia, especially at PT Mitra Bisnis Madani, training programs have been running but have not consistently been able to increase employee commitment and retention. In many cases, employees who have already undergone training still choose to leave or move to another company that offers better

prospects or a better work environment (Johnson, 2020; Anggraeni & Maulana, 2019). Low employee engagement makes them less attached to the company's vision, so retention cannot be optimally maintained (Hendrianto, 2021). PT Mitra Bisnis Madani routinely organizes training and development programs and employee engagement through internal activities (Suprpto, 2020; Rahayu & Susanto, 2019).

The results of Ferdiana, Khan, & Ray (2023) show that career development, organizational commitment, and organizational support all have a positive and significant effect on employee retention. The study found that a combination of career development, commitment, and organizational support was able to explain up to 80.2% of employee retention variations, indicating that these three factors are critical in determining retention rates in the workplace. Companies need to emphasize career development, build strong organizational commitments, and increase organizational support in order to retain employees effectively and sustainably.

Various previous studies have examined factors that affect employee retention, such as compensation, leadership, work environment, and job satisfaction in various industry sectors. Studies on the effect of employee training and engagement on retention in the service sector, including vehicle rental, are still limited and even show inconsistent results. Some studies show that training and engagement have an effect on retention, while others have found that the role of Organizational Commitment as a mediator can strengthen the relationship between the two variables and retention.

The results of Pertiwi & Supartha's (2021) research show that compensation and Organizational Commitment have a positive and significant effect on job satisfaction and employee retention at PT BPR Gianyar Partasedana. Organizational Commitment also has a positive and significant effect on employee retention, as well as contributing to increasing employee loyalty and desire to stay in the company. In order to retain quality employees, companies need to manage two main aspects: providing adequate compensation and building organizational commitment, while ensuring that employee job satisfaction remains high.

By looking at these gaps, this study is important to provide empirical evidence related to the relationship between training effectiveness, employee engagement, organizational commitment, and employee retention in vehicle rental companies. This study also complements the lack of literature on the effectiveness of training programs and the involvement of employees in the vehicle rental sector with organizational commitment as an intervening variable, as explored in Analysis of the Influence of Training Effectiveness and Employee Engagement on Employee Retention Through Organizational Commitment as an Intervening Variable.

PT Mitra Bisnis Madani (PT MBM) is a company in the Permodalan Nasional Madani (PNM) ecosystem, precisely as part of a network of "business partners" under PNM. PT MBM operates in the field of car and motorcycle rental with the aim of its establishment to support PNM's operational activities throughout Indonesia. The number of employees of PT Mitra Bisnis Madani is 123 people as of December 31, 2024.

Outside of PNM, MBM also opens rental services to the public—which is a source

of revenue and diversification of the business—so MBM can help support the group's overall performance. By providing vehicles and office equipment in an integrated and systematic manner, MBM helps operations in many branches without the parent company (PNM) needing to build its own fleet from scratch. The 15-hour training target is a general standard for training effectiveness in many SOEs and service companies. The following is a recapitulation table of KPIs for employee development of PT Mitra Bisnis Madani as of December 31, 2024.

Employee Engagement at MBM is the level of emotional, psychological, and commitment of each employee to their work, their team, and the company's goals in supporting PNM Group's operations.

In the context of MBM, engagement means that employees feel proud to be part of the company, willing to provide the best performance, have a sense of ownership of the vehicles/assets they manage, maintain the quality of service to PNM's internal customers, and are ready to collaborate for smooth operations.

Engagement is not only about job satisfaction, but how far employees are actually involved in carrying out their roles to support vehicle rental services, asset management, logistics, administration, and other operational services that are the core of MBM's business. The following is a table of employee engagement indicators at PT Mitra Bisnis Madani. Based on the results, it can be seen that there is a significant gap between the ideal conditions expected by the management of PT Mitra Bisnis Madani and the actual conditions that occur in the field throughout 2025. The gap in employee retention at PT MBM is that ideally, companies that have entered the maturity age of 10 years (established since November 2015) have a high level of human resource stability with a low turnover rate. However, internal data shows anomalies. Although PT Mitra Bisnis Madani plays a crucial role in supporting PNM Group's operations, the employee turnover rate in the period from January to December 2025 was recorded at 17 people. This figure is high and fluctuating, indicating that the company is facing serious challenges in retaining its best talent.

The high number of employees leaving causes disruptions to workflows and burdens the company with recurring re-recruitment costs. The gap in Training Effectiveness occurs despite the company's real commitment to human resource development. Throughout 2025, various technical training programs were rolled out, including the Safety Riding priority program in collaboration with Honda throughout Indonesia. Theoretically, this training should increase the perception of company support, which leads to loyalty. However, an ironic phenomenon occurs where this training investment is not directly proportional to the employees' working life.

Field data indicates that employees who have received skill briefings and certifications actually have a tendency to change jobs (resign). This raises the suspicion that training is only considered a means of increasing employees' personal portfolios (employability) to apply elsewhere, not as a means to contribute longer at PT Mitra Bisnis Madani. The gap in Employee Engagement lies in the company's efforts to build emotional attachment, which have also been carried out massively—one of which is

through the momentum of PT Mitra Bisnis Madani's 10th Anniversary celebration in November 2025. This activity was designed to create a sense of togetherness and a sense of belonging. However, the impact of the engagement program appears to be short-term. Employee morale and motivation were seen to decline again after the ceremony ended. This implies that the engagement program is still transactional or ceremonial, so it is not strong enough to form a deep root of loyalty in the hearts of employees.

The indication of weak Organizational Commitment—due to the missynchronization between the number of programs run and the high turnover rate—leads this study to one strong conjecture: there is a problem with Organizational Commitment. Employees of PT Mitra Bisnis Madani are suspected to have continued to work based more on economic needs than emotional ties to the company's vision. This absence of affective commitment becomes a "broken link." Without a strong organizational commitment as an intervening variable, no matter how effective the training and engagement programs are, they will not be able to guarantee high employee retention.

This study aims to answer seven problem formulations related to factors that affect employee retention in car and motorcycle rental companies. First, this study examines whether training effectiveness has an effect on employee retention. Second, it also examines whether employee engagement has an effect on employee retention. Third and fourth, this study analyzes the influence of training effectiveness and employee engagement on organizational commitment. Fifth, it studies whether organizational commitment affects employee retention. Sixth and seventh, this study examines the role of organizational commitment as a mediating variable in the relationship between training effectiveness and employee retention, as well as in the relationship between employee engagement and employee retention in car and motorcycle rental companies.

Based on the background and formulation of the problem that has been described, this study has seven main objectives. This study aims to analyze the influence of training effectiveness and employee engagement on employee retention in car and motorcycle rental companies, as well as analyze the influence of these two variables on organizational commitment. In addition, this study also aims to analyze the influence of organizational commitment on employee retention. Furthermore, this study seeks to identify the role of organizational commitment as an intervening variable that mediates the effect of training effectiveness on employee retention, as well as mediates the influence of employee engagement on employee retention in car and motorcycle rental companies.

RESEARCH METHODS

This study used a quantitative approach. The relationships between variables were tested through a statistical model of panel data regression with fixed-effect and random-effect approaches.

This study employed a quantitative research design with a causality approach. It analyzed the influence of independent variables (Training Effectiveness and Employee Engagement) on the dependent variable (Employee Retention), mediated by the

intervening variable (Organizational Commitment).

The unit of analysis was individual employees at PT Mitra Bisnis Madani (PT MBM), a group company of PT Permodalan Nasional Madani (PT PNM). Data were collected at the individual level to measure perceptions of the research variables.

Table 1. Operational Variable

Concept	Description
<i>Training Effectiveness</i>	The success rate of the training is measured based on the results of participant evaluation and competency improvement.
<i>Employee Engagement</i>	The level of emotional and cognitive engagement through a measurable engagement scale.
<i>Organizational Commitment</i>	Organizational Commitment which consists of affective, sustainable, and normative.
<i>Employee Retention</i>	The employee's desire and actions to remain employed by the company for a certain period of time.

The target population consisted of all employees at PT Mitra Bisnis Madani during the data collection period. The sample size was calculated using Slovin's formula: $n = \frac{N}{1 + Ne^2}$, with a 95% confidence level and 5% margin of error. A saturated sample (census) was used, where the sample size equaled the population.

Primary data were collected directly from PT Mitra Bisnis Madani employees through questionnaires capturing perceptions and responses to variables. Secondary data included supporting information such as retention rates, employee turnover numbers, organizational structure, and training reports. Surveys with questionnaires served as the main method, supplemented by interviews to clarify secondary data.

A structured questionnaire with a validated 5-point Likert scale was employed (1 = Strongly Disagree to 5 = Strongly Agree). Content validity was assessed by experts, and reliability was tested using Cronbach's alpha (minimum 0.7). These tests preceded main data analysis. Validity required calculated $r > \text{table } r$, loading factors > 0.7 , and AVE > 0.5 . Reliability required Cronbach's alpha > 0.6 or composite reliability > 0.7 .

Data were processed using descriptive statistics, classical assumption tests, and panel data regression analysis via SmartPLS software. PLS-SEM consisted of an outer (measurement) model evaluating indicators against latent variables and an inner (structural) model assessing relationships between constructs.

Convergent validity was confirmed with loading factors > 0.7 (or 0.6-0.7 for exploratory research) and AVE > 0.5 . Discriminant validity was checked via cross-loadings > 0.70 or square root of AVE exceeding inter-construct correlations. Reliability was measured by Cronbach's alpha > 0.6 . R-square values assessed predictive power (0.75 strong, 0.50 moderate, 0.25 weak). f^2 effect sizes were 0.02 (small), 0.15 (medium), 0.35 (large). Q^2 predictive relevance (> 0) was evaluated via blindfolding. Bootstrapping (200-1000 resamples) tested path significance (t-statistics ≥ 1.96 at $\alpha=5\%$, one-tailed).

Hypotheses were tested at 5% significance: t-statistics ≥ 1.96 supported H1 (alternative hypothesis); otherwise, H0 (null) was supported. Mediation was assessed via

bootstrapping for indirect effects, including specific and total indirect effects from PLS-SEM algorithms (Hair et al., 2017; Nitzl et al., 2016). Adjusted R-square was used to measure explained variance, adjusting for the number of predictors to avoid bias from adding irrelevant variables.

RESULTS AND DISCUSSION

Respondent Characteristics

The number of respondents in this study was 131 employees who had various characteristics, both in terms of gender, age, education, working period, position, division, and employment status. In general, this picture provides important context for understanding how Training Effectiveness and employee engagement can impact employee retention through organizational commitment.

Judging from gender, the majority of respondents were men, which was 75.57%, while women were only 24.43%. This composition shows that the workforce in the organization is still dominated by men. However, in the study of organizational behavior, gender differences are not always the main factor, but they can still affect how employees respond to work engagement and commitment to the organization.

In terms of age, most of the respondents were in the range of 26 to 30 years, followed by the age group of 31 to 35 years. This shows that the majority of employees are in the early to middle productive age phase. In this phase, employees are generally still активно looking for better career development and opportunities, so retention rates are quite a crucial issue. Previous research has shown that age is related to the level of organizational commitment and the tendency of employees to stay or change jobs.

When viewed from the level of education, the majority of respondents are D4/S1 graduates, which is 77.10%. This high level of education shows that employees have a fairly good capacity for knowledge and competence. But on the other hand, it also means that they have higher expectations of the organization, especially regarding the quality of training and self-development. Therefore, the effectiveness of training is an important factor in building employee attachment and loyalty.

Based on the length of service, more than half of the respondents are employees who started working in the 2023–2026 period. This means that most of the respondents are classified as new employees. This condition indicates that the organization is in a phase of growth or workforce regeneration. However, the high proportion of new hires can also increase the risk of turnover if it is not balanced with a strong organizational engagement program and commitment from the beginning.

In terms of position, the majority of respondents are in the positions of Representative Officer and Staff. This shows that most of the respondents are at the operational level. This position usually has a fairly high work pressure and a large level of mobility, so employee engagement is an important factor to maintain employee stability and retention.

Furthermore, by division, most of the respondents came from the Finance and Operations sections. This shows that this research represents many of the core functions

of the organization. In this division, the effectiveness of training plays a major role because it is directly related to the technical skills and daily performance of employees.

Finally, when viewed from the employment status, the majority of respondents are permanent employees, but the proportion of contract employees is also quite large. This difference in status is important because contract employees tend to have lower levels of attachment and commitment than permanent employees. Therefore, organizations need to increase employee engagement and provide a positive work experience in order to encourage commitment and retention, regardless of their employment status.

Overall, the characteristics of respondents in this study were dominated by young, highly educated, and relatively new employees. This condition reinforces the importance of the role Training Effectiveness and employee engagement in building organizational commitment, which will ultimately determine employee retention.

The description of the questionnaire results

Based on the results of data processing on the Training Effectiveness variable, it was obtained that in general respondents gave a very positive assessment of the training program implemented by the company. This can be seen from the overall average score of 4.19, which is in the high category. This means that the majority of employees consider that the training provided has been effective and provides real benefits in supporting their work. When viewed from the distribution of answers, most respondents were in the categories of Agree (54.75%) and Strongly Agree (33.13%), while those who gave neutral answers were only 10.47%, and those who disagreed were very small, which was below 2%. This pattern shows that employees' perceptions of the effectiveness of training tend to be consistent and positive, and few doubt the quality of the training provided.

The statement of the indicator with the highest average value is found at X1.5, namely "Training facilities are adequately provided by the company" with a score of 4.44. This value shows that the aspect of training facilities is the company's main strength in supporting the effectiveness of training. The availability of good facilities allows trainees to be more focused, comfortable, and optimal in absorbing the material. This is in line with the theory that an adequate learning environment can increase training success as well as strengthen participant engagement.

Based on the results of data processing on the Employee Engagement variable, it is possible to get an idea that the level of employee attachment to work and organization is in the very high category. This is reflected in the overall average score of 4.29, which shows that the majority of respondents have a strong work involvement in carrying out daily tasks. When viewed from the distribution of answers, most respondents gave Agree (56.03%) and Strongly Agree (36.76%) answers, while those who answered were neutral only 6.41% and those who disagreed were very small, namely 0.79%. In fact, there were no respondents who strongly disagreed. This pattern shows that employee engagement is not only high, but also relatively evenly distributed among respondents.

The statement of the indicator with the highest average value is found at X2.25, namely "The best performance is sought in every job" with a score of 4.47. This value

shows that the majority of employees have a strong internal drive to always give their best performance. This reflects a high level of intrinsic dedication and motivation, which is at the core of employee engagement.

Based on the results of data processing on the variable organizational commitment, it was obtained that the level of employee commitment to the company was in the high category, with an overall average score of 4.25. This shows that in general, employees have a strong attachment to the organization, both emotionally, morally, and the desire to remain part of the company. When viewed from the distribution of answers, the majority of respondents gave Agree (55.45%) and Strongly Agree (35.82%) assessments, while those who answered were neutral at 7.24%, and those who disagreed were very small, which was around 1.5%. This pattern shows that organizational commitment has been well formed among employees and is felt fairly evenly.

The statements of the indicators with the highest average values are found in Z8 and Z11, which have a score of 4.34 respectively. Z8 ("Responsibility to the company is indicated in the work"); Z11 ("Contributions to the company are given to the maximum"). This high value indicates that employees not only feel attached to the company, but also actively demonstrate their commitment through real responsibility and contribution to the work. This reflects the existence of normative and affective commitments, where employees feel an obligation as well as an emotional attachment to the organization.

Based on the results of data processing on the Employee Retention variable, an overall average score of 4.08 was obtained, which shows that the employee retention rate is in the high category, although relatively lower than the previous variables (training effectiveness, employee engagement, and organizational commitment). This indicates that in general, employees have the desire to stay in the company, but there are still several aspects that need to be considered. Judging from the distribution of answers, the majority of respondents gave Agree (50.14%) and Strongly Agree (31.85%) assessments, while those who answered neutrally were quite large, namely 14.20%, and those who disagreed around 3.82%. A relatively higher percentage of neutrals than other variables suggests that not all employees have a strong level of confidence to survive in the long term.

The statement of the indicator with the highest average value is found at Y9, namely "Commitment to keep working shown" with a score of 4.21. This shows that in general employees still have a good commitment to remain part of the company.

Data Analysis

SmartPLS is a software used to analyze relationships between latent variables using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. This method is variance-based, which means it focuses on maximizing the variance that the model can explain. According to Hair et al. (2021), the calculation process in SmartPLS is carried out through two main stages, namely the evaluation of the measurement model (outer model), the evaluation of the structural model (inner model)

Evaluation of Measurement Models (*Outer Model*)

Evaluation of measurement models (Outer model) aims to ensure that the indicators used in the study are actually capable of validly and reliably measuring latent

constructs. According to Hair et al. (2021), the evaluation Outer model In reflective constructs it is carried out through several main stages, namely convergent validity (convergent validity), discriminative validity (Discriminant validity), construct reliability (Construct Reliability).

Convergent Validity

Convergent validity shows the extent to which indicators in a single construct are correlated with each other and actually measure the same concept.

1) Outer Loadings

Outer loading describes the strength of the relationship between the indicator and its construct. The criteria Hair et al. (2021) value of < 0.70 should be removed.

After removal, all indicators are in the range of 0.712 – 0.881 indicating that all the indicator statements used already have a strong relationship with their constructs. The research instrument is able to measure variables precisely. There is no "weak" indicator in explaining the construct. Thus, the model has met the convergent validity based on Outer Loading.

2) Average Variance Extracted (AVE)

The AVE value of all variables is above 0.50. According to Hair et al. (2021), the AVE value ≥ 0.50 indicates that the construct is able to explain more than 50% of the variance of its indicators. These results reinforce that each variable in the study has good convergent validity, so that the construct used can be trusted in explaining the phenomenon being studied.

Discriminatory Validity

Discriminatory validity is part of the evaluation Outer model which aims to ensure that each construct in the study is completely different from each other and does not overlap with each other. In other words, the indicators in a variable must be more representative of that variable than other variables. According to Hair et al. (2021), the validity of discriminators can be tested using two main approaches

1) Fornell-Larcker Criterion

This method compares the value of the square root of AVE ($\sqrt{\text{AVE}}$) with the correlation between constructs. Criteria Hair et al. (2021) The value of $\sqrt{\text{AVE}}$ of a construct must be greater than the correlation of the construct with other constructs.

Employee engagement = 0.812; organizational commitment = 0.827 ; employee retention = 0.852; Training Effectiveness = 0.783. These values are higher than the correlation between variables. Thus, the model has met the discriminant validity based on the Fornell-Larcker criteria.

2) Heterotrait-Monotrait Ratio (HTMT)

HTMT is a more sensitive method and recommended by Hair et al. (2021) to test discriminant validity. Criteria Hair et al. (2021) HTMT < 0.90 valid.

All values are below 0.90. No HTMT value exceeds the critical limit and shows that the construct is completely empirically different. Thus, the validity of the discriminator is also fulfilled based on HTMT.

Construct Reliability

Construct reliability is part of the evaluation of the outer model which aims to measure the extent to which indicators in a latent variable have internal consistency in measuring the same construct. In other words, reliability shows whether the research instrument provides stable and consistent results. According to Hair et al. (2021), the reliability of constructs in PLS-SEM is measured using two main measures.

1) Cronbach's Alpha

Cronbach's Alpha is used to measure the level of internal consistency between indicators in a single construct. The criteria Hair et al. (2021) ≥ 0.70 mean reliable; A value of 0.90 means very high (Excellent). All values Cronbach's Alpha is well above 0.70, even close to 1. This shows that the indicators in each variable have a very high consistency, there is no significant difference in answers between indicators in one construct. Thus, all variables in this study are very reliable.

2) Composite Reliability (CR)

Composite Reliability is considered more accurate than Cronbach's Alpha in PLS-SEM because it considers the value of Outer Loading each indicator. The criteria Hair et al. (2021) $\geq$ value 0.70 means reliable, value 0.90 means very good. All values Composite Reliability is above 0.90, which indicates that the construct has very high reliability. Thus, all constructs in this study have very strong reliability.

Evaluation of Structural Models (Inner Model)

Evaluation of structural models (Inner model) aims to test the relationships between latent variables (constructs) in research. If Outer model Ensuring that the indicators are valid and reliable, the inner model answers the main question of the study, namely whether the relationship between variables is significant and how strongly the model explains the phenomenon being studied. According to Hair et al. (2021), the evaluation Inner model This is done through several key indicators of R-Square (R^2), f-Square (Effect Size), Q-Square (Predictive Relevance) and Hypothesis Test.

1) R-Square (Coefficient of Determination)

R-Square indicates how much the dependent variable can be explained by the independent variable in the model. The criteria Hair et al. (2021) > 0.75 are strong, 0.50 are moderate, 0.25 are weak.

Table 2 R-Square

	R Square	R Square Adjusted
Organizational Commitment	0,800	0,796
Employee Retention	0,740	0,734

Source : Smartpls Analysis (2026)

Organizational commitment value = 0.800 and employee retention = 0.740. This means that 80% of the organization's commitment variables are explained by Training Effectiveness and employee engagement. As many as 74% of the employee retention variable is explained by Training effectiveness, employee engagement, organizational commitment. This shows that the model has a very strong explanatory power, since the

value of R^2 is close to 1.

2) f-Square (Effect Size)

f-Square It is used to measure the magnitude of the influence of each independent variable on the dependent variable. Hair et al. (2021) stated that the criteria of 0.02 are small, 0.15 are medium-valued, 0.35 are large.

Table 3 F-Square

	Employee Engagement	Organizational Commitment	Employee Retention	Training Effectiveness
Employee Engagement		0,610	0,006	
Organizational Commitment			0,529	
Employee Retention				
Training Effectiveness		0,358	0,015	

Source : Smartpls Analysis (2026)

Employee engagement and Training Effectiveness has a great influence on the organization's commitment. Organizational commitment has a big influence on employee retention but doesn't have a direct effect on retention. This shows that organizational commitment is a key variable (main mediator).

3) Q-Square (Predictive Relevance)

Q-Square used to measure the model's ability to predict data. Based on Hair et al. (2021) the $Q^2 > 0$ criterion indicates that the model has predictive relevance.

Table 4 Q-Square

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Engagement	2882,000	2882,000	
Organizational Commitment	3144,000	1441,694	0,541
Employee Retention	3144,000	1495,796	0,524
Training Effectiveness	2751,000	2751,000	

Source : Smartpls Analysis (2026)

Both values > 0 , this indicates the model has good predictive capabilities, making it worth using to explain real phenomena.

4) Hypothesis Test

The hypothesis test in this study was carried out to find out whether the relationship between variables in the research model is statistically proven. The test was carried out using the Bootstrapping In SmartPLS, by looking at three main values, namely the coefficient (Original Sample / β) indicates the direction and strength of the influence, T-statistic indicates the level of significance of the influence, and P-value indicates the probability of error. According to Hair et al. (2021), a relationship is declared significant if the T-statistic > 1.96 and the P-value < 0.05 .

Hypothesis Test Results

The Effect of Training Effectiveness on Employee Retention

The test results showed a coefficient value of 0.113, T-statistic 0.926, and P-value 0.356. A T-value of a statistically smaller than 1.96 and a P-value greater than 0.05 indicate that the effect is not statistically significant. Thus, this hypothesis is rejected, which means that Training Effectiveness does not have a significant effect on employee retention.

The Effect of Employee Engagement on Employee Retention

The test results showed a coefficient value of -0.074, T-statistic 0.534, and P-value of 0.594. A T-value of a statistically smaller than 1.96 and a P-value greater than 0.05 indicate that the effect is not statistically significant. Thus, this hypothesis is rejected, which means that employee engagement does not have a significant effect on employee retention.

The Effect of Training Effectiveness on Organizational Commitment

The test results showed a coefficient value of 0.413, T-statistic of 3.686, and a P-value of 0.000. A positive coefficient value indicates that the relationship between Training Effectiveness and organizational commitment is unidirectional, with a fairly strong power of influence. A T-value greater than 1.96 and a P-value smaller than 0.05 indicate that the effect is statistically significant. Thus, this hypothesis is accepted, which means Training Effectiveness have a positive and significant effect on organizational commitment.

The Influence of Employee Engagement on Organizational Commitment

The test results showed a coefficient value of 0.539, T-statistic 4.932, and a P-value of 0.000. A positive coefficient value indicates that the relationship between employee engagement and organizational commitment is unidirectional, with a strong power of influence. A T-value greater than 1.96 and a P-value smaller than 0.05 indicate that the effect is statistically significant. Thus, this hypothesis is accepted, which means employee engagement have a positive and significant effect on organizational commitment.

The Influence of Organizational Commitment on Employee Retention

The test results showed a coefficient value of 0.828, T-statistic of 4.625, and a P-value of 0.000. A positive coefficient value indicates that the relationship between organizational commitment and employee retention is unidirectional, with a very strong power of influence. A T-value greater than 1.96 and a P-value smaller than 0.05 indicate that the effect is statistically significant. Thus, this hypothesis is accepted, which means organizational commitment has a positive and significant effect on employee retention.

The Effect of Training Effectiveness on Employee Retention through Organizational Commitment

The test results showed a coefficient value of 0.342, T-statistic of 2.950, and a P-value of 0.004. A positive coefficient value indicates that the relationship between Training Effectiveness and employee retention through organizational commitment unidirectional. A T-value greater than 1.96 and a P-value smaller than 0.05 indicate that

the effect is statistically significant. Thus, this hypothesis is accepted, which means organizational commitment Mediating influence Training Effectiveness on employee retention.

The Effect of Employee Engagement on Employee Retention through Organizational Commitment

The test results showed a coefficient value of 0.446, T-statistic 3.160, and a P-value of 0.002. A positive coefficient value indicates that the relationship between employee engagement and employee retention through organizational commitment unidirectional. A T-value greater than 1.96 and a P-value smaller than 0.05 indicate that the effect is statistically significant. Thus, this hypothesis is accepted, which means organizational commitment Mediating influence employee engagement on employee retention.

Comparison of Research Results

The Effect of Training Effectiveness on Employee Retention

The results of the study show that Training Effectiveness does not have a significant effect on employee retention. These results are not in line with previous research that stated that training has a positive effect on retention, as found by Bhakuni & Saxena (2023), Dia (2022), and Elsafty & Oraby (2022) who confirmed that training can increase loyalty and decrease turnover. However, the results of this study are in line with the findings of Astuti & Harnuansa (2022) which show that training does not have a significant effect on turnover intention. This shows that training does not always directly influence employees' decisions to stay, but rather requires other factors as a link.

The Effect of Employee Engagement on Employee Retention

The results of the study show that employee engagement does not have a significant effect on employee retention. These results are not in line with most previous studies, such as Yadav et al. (2022) and Goswami et al. (2025) which stated that Commitment has an important role in increasing employee retention and loyalty. However, these results can be attributed to the research of Aggarwal et al. (2022) which showed that Commitment does not always have a significant role in a particular relationship, especially if it is not supported by other factors such as organizational commitment.

The Effect of Training Effectiveness on Organizational Commitment

The results of the study show that Training Effectiveness have a positive and significant effect on organizational commitment. These results are in line with the research of Astuti & Harnuansa (2022) and Sibarani et al. (2023) which stated that training is able to increase employee commitment to the organization. In addition, research by Mirić & Slavković (2023) also supports that training has an important role in building commitment, which then impacts other variables such as retention.

The Influence of Employee Engagement on Organizational Commitment

The results of the study show that employee engagement have a positive and significant effect on organizational commitment. These results are in line with the research of Sibarani et al. (2023) and Ampofo & Karatepe (2022) which states that

employee engagement can increase organizational commitment. In addition, research by Susanto (2022) and Sypniewska et al. (2023) also shows that work engagement has a strong relationship with commitment and sustainability of work relationships in organizations.

The Influence of Organizational Commitment on Employee Retention

The results of the study show that organizational commitment has a positive and significant effect on employee retention. These results are in line with various previous studies, such as Mirić & Slavković (2023) and Ampofo & Karatepe (2022) which affirm that organizational commitment is a major factor in reducing Turnover and increase retention. Research by Ghani et al. (2022) also reinforces that psychological factors such as commitment have an important role in retaining employees in the long term.

The Effect of Training Effectiveness on Employee Retention through Organizational Commitment

The results of the study show that organizational commitment Mediating influence Training Effectiveness on employee retention. These results are in line with the research of Hosen et al. (2024), Sibarani et al. (2023), and Mirić & Slavković (2023) which shows that organizational commitment plays an important role as a mediator in the relationship between training and employee outcomes. This shows that training does not directly affect retention, but works through increased organizational commitment.

The Effect of Employee Engagement on Employee Retention through Organizational Commitment

The results of the study show that organizational commitment Mediating influence employee engagement on employee retention. These results are in line with the research of Hosen et al. (2024) and Sibarani et al. (2023) which states that engagement will have maximum impact when mediated by organizational commitment. However, these results also emphasize that Commitment It is not enough to stand alone, but it needs to be converted into a commitment in order to increase retention.

CONCLUSION

This study concludes that training effectiveness and employee engagement do not have a significant direct effect on employee retention, but both have been proven to have a positive and significant effect on organizational commitment, which is further the main determinant of employee retention. Thus, organizational commitment acts as a full mediator in the relationship between training effectiveness and employee engagement to employee retention, which means that effective training and high work engagement will only have an impact on retention if you first form a strong commitment to the organization. These results imply that companies need to focus not only on conducting training and improving employee engagement, but also on building a strong organizational commitment as the key to retaining employees in the long term. Future research could explore longitudinal effects or additional mediators like leadership style in diverse industries to validate these findings.

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