



The Influence of Training & Development and Empowerment on Employee Retention through Job Satisfaction as an Intervening Variable

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Abstract

This study aims to determine the effect of training & development and empowerment on employee retention through job satisfaction as an intervening variable. The research sample consisted of 104 employees of XYZ consulting company divided into consultant, sales and support divisions. The method used is a survey method with a quantitative approach. The sampling technique in this study uses Probability Sampling with the Taro Yamane formula and a 5% error rate. In hypothesis testing, the data analysis technique used is Structural Equation Modeling Partial Least Square (SEM-PLS) using SmartPLS software. The calculation results in this study indicate that training & development has a direct positive and significant effect on job satisfaction, empowerment has a direct positive and significant effect on job satisfaction, job satisfaction has a direct positive and significant effect on employee retention, training & development has a direct positive but insignificant effect on employee retention, empowerment has a positive and significant effect on employee retention, training & development has an indirect positive and significant effect on employee retention through job satisfaction, and empowerment has an indirect positive and significant effect on employee retention through job satisfaction.

Keywords s :

Training & Development,
Empowerment,
Job Satisfaction,
Employee Retention.

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INTRODUCTION

In an era of globalization and increasingly dynamic market competition, an organization's success depends heavily on its ability to manage its human resources. Employees are strategic assets, not only supporting operations but also adding value through their creativity, knowledge, and loyalty. This is crucial for service companies, particularly management consulting firms, where competitive advantage relies heavily on the quality of their workforce.

Consulting firms *play* a crucial role in helping organizations improve efficiency, develop business strategies, and address complex challenges across a wide range of sectors. However, this industry is known for its high employee *turnover rate*, which can disrupt operational stability and damage long-term client relationships. Data from the Bureau of Labor Statistics (2024) indicates that employee turnover in the

professional and business services sector reached 57% in 2023. In Indonesia, employee turnover in 2023 was 41%, with the professional services sector ranking highest. In a way specific, according to the survey conducted through the LinkedIn platform in 2022, the level change employee with position as consultant reaching 11.7% in 2022.

According to (Consultancy.uk, 2018) level change employee between 15% and 20% in the consulting industry is problem general, especially in the Big 4 such as Deloitte (Deloitte Touche Tohmatsu Limited), EY (Ernst & Young), KPMG (Klynveld Peat Marwick Goerdeler), and PwC (PricewaterhouseCoopers). 92 percent of juniors are more interested in companies that offer development clear career and 94 percent more interested in companies that offer development skills. Reported from Edmund Tadros (2023)WGEA (Workplace Gender Equality Agency) data shows that level resignation self-employees at EY are the highest namely 21%, or 1,593, in March 2021, and 37%, or 2,723, in March 2022. Meanwhile The average employee turnover rate in Indonesia in 2023 reached 41%, according to data from the Indonesian Bureau of Statistics. Jefferson Hansen (2024) specifically industry service professional and business own *turnover* rate highest namely 57%.

A similar phenomenon is also occurring at XYZ Company, a Jakarta-based management consulting firm. Over the past four years, the company has faced serious challenges in employee retention, including the resignation of five senior leaders by 2024. Based on internal calculations, the company's turnover rate exceeds 10% per year—a figure considered unhealthy by human resource management literature. (Dessler, 2020; Mathis & Jackson, 2016)A pre-survey of 10 employees showed that many of them stated they were considering leaving the company, primarily due to the lack of applicable training programs, limitations in career paths, and decreased work flexibility, which impacted their job satisfaction.

This situation demonstrates that employee retention must be a strategic priority for companies. High turnover not only increases recruitment and training costs but also reduces productivity and can disrupt the continuity of client projects. Various studies have shown that training and development, empowerment, and job satisfaction are three significant factors in determining employee retention. (Abba, 2018; Biason, 2020; Brar, 2018)Effective training allows employees to develop competencies and feel valued, while empowerment increases their sense of responsibility and engagement. When employees are satisfied with their work, they tend to be highly loyal to the organization.

Data from the World Economic Forum (2023) noted that 6 of the 10 most needed skills in the workplace work in 2025 is related with ability For learn and adapt, signifying importance organization invest source its power in training sustainable. Meanwhile that, report from LinkedIn Workplace Learning Report (2022) shows that 94% of employees will still work in a company longer if company invest in development career they.

In addition, the Gallup report (2023) found that that organizations that encourage empowerment employee level tall experience profitability of 21% more height and turnover 24% more employees low compared to with organizations that do not empowering power their work. Empowered employees will more involved, innovative, and loyal to his organization.

Gallup State of the Global Workplace (Gallup, 2023)Report find that globally, only 23% of employees feel involved and satisfied in place work. However, the company with level involvement more employees highly related height with satisfaction report level change 43% more employees low compared to with company with level more involvement low (Gallup, 2023). A survey by LinkedIn (2022) also supports this. matter this, which shows that 70% of employees feel satisfied with work and culture organization they tend endure with company place they Work moment This for two years to front.

In some study previously Already Lots done for analyze factors that become influence to retention Employees. Variable *training & development*, *empowerment* and *job satisfaction* chosen Because in a way empirical has proven own influence to retention employees. According to research conducted byAbba

(2018); Adeyefa et al., 2023; Aruoren & Echewa (2023); Nguyen (2021) that variables *training & development* own influence to *employee retention*. Then study Brar (2018); Hanggara & Sintaasih (2018); Iqbal & Hashmi (2015); Jaiswal & Joge (2018) show that *empowerment* own influence to *employee retention*. Likewise, research conducted by Biason (2020); Mampuru et al. (2024); Moshabi et al. (2024); Padmavathi (2023) show that *job satisfaction* give influence to *employee retention*.

Good training and development programs, effective empowerment as well as level satisfaction high work can create environment supportive work development individual, giving chance For progress, and improve loyalty employee to company (Alrazehi et al., 2021a; Franita Panggabean et al., 2023; Hanggara & Sintaasih, 2018; Kumara, 2018). Combine third variables This in study will give greater understanding holistic about factors that influence decision employee for still is at in company.

However in existing literature, there is difference view about to what extent *training & development* and *empowerment* contribute to retention employee. Caire & Becker (1967) state that investment in training can increase skills employees, who ultimately increase loyalty they to organization. Explanation the in accordance with results study Bibi et al., 2018; Oraby & Elsafty, 2022) show that training and development have significant relationship to retention employees. However, the theory This No always in line with (Sicherman & Galor, 1990), which states that individual with more skills tall precisely more tend move Work For look for more opportunities good. This is also based on the results research conducted by Alrazehi et al. (2021a); Islam et al. (2022) where is *training & development* No own positive relationship to *Employee retention* in Hotel employees in Bangladesh.

Brar (2018) state that empowerment employee No only seen as established use from exchange authority, but employee supported For understand its potential alone and circumstances This will influence inspiration his achievements with give more commitment big. This is in line with research conducted by(Iqbal & Hashmi, 2015; Jha, 2019) there is significant influence empowerment employee to retention employees. However it turns out results research conducted by Kennedy et al. (2022)where high empowerment No relate with level retention nurses in the United States.

Besides the gap knowledge and conflict theoretically, in Indonesia, research about retention employee Still dominated by the sector banking manufacturing, healthcare and hospitality (Aditeresna & Mujiati, 2018; Afiani & Mulyana, 2022; Asep Dadan Suhendar, 2021; Manik Aditya Budi Suta & Ardana, 2018; Mardhani & Dewi, 2022; Millena & Donal Mon, 2022; Prasetyo et al., 2023; Vionika et al., 2023; Wirayudha & Adnyani, 2020). Context study related retention employees in the company consultant Still limited. In the company consultant, manpower Work is asset main, and level high *turnover* can impact straight to quality services provided to client.

However, previous research has also shown mixed results. Some studies have found that intensive training actually makes employees more competitive and more likely to be recruited by other companies. (Sicherman & Galor, 1990). Likewise with empowerment, which in certain contexts does not always guarantee increased retention. (Kennedy et al., 2022) Therefore, to understand this dynamic more comprehensively, it is important to view job satisfaction as an intervening variable, bridging the relationship between training and empowerment and employees' decisions to stay or leave the company.

The research gap is also evident in the limited number of studies conducted in the Indonesian consulting industry. Most previous studies have focused on the banking, manufacturing, and hospitality sectors. Yet, in consulting firms, employees are a key asset, and business continuity is crucially determined by the ability to retain a qualified workforce. Therefore, it is crucial to specifically examine the impact of training and empowerment on employee retention through job satisfaction in the Indonesian consulting industry.

The results of this research are expected to provide theoretical and practical benefits, particularly in the development of resource science. Power This research can be a new reference source for students

and general readers in understanding HR practices in the context of retention. Practically, this research is also expected to contribute to companies. Specifically field *consulting* in Indonesia, while also encouraging leaders companies to improve retention in his company.

METHOD

This study uses a quantitative approach with a survey method. The data collected is primary data, collected directly by the researcher. The researcher collected data by distributing questionnaires to respondents online via Google Forms and processed the data using SmartPLS (Smart Partial Least Square) software. The population in this study was 142 employees of XYZ Company. The method used was Simple Random Sampling, so that every individual in the accessible population had an equal chance of being selected. The sample size was determined with a 5% margin of error using the Taro Yamane formula.(Joskow & Yamane, 1965) This resulted in 104 respondents. This study used a Likert scale for measurement. The Likert scale is a psychometric scale that is widely used in research questionnaires. (Sugiyono, 2018).

According to (Kyndt et al., 2009), employee retention indicators include four indicators, namely: career opportunities, desire to change jobs, dedication, and work comfort. Training & development indicators, according to (Grohmann & Kauffeld, 2013) Training & development indicators include four indicators, namely: reaction, learning, behavior, and results. Meanwhile, according to (Spreitzer, 1995) empowerment indicators include four indicators, namely: meaning, competence, self-determination, and impact. According to (Spector, 1985) Job satisfaction indicators include nine indicators, including characteristics, salary, promotion, supervision, coworkers, benefits, performance-based rewards, operational procedures, and communication. Descriptive data analysis can be seen from the mean, minimum, maximum, variance, sum, average, range, kurtosis, and skewness (Ghozali, 2018). Statistical data analysis uses the Structural Equation Modeling (SEM) method aligned with variance or Partial Least Square (PLS). For data analysis techniques, Structural Equation Modeling (SEM) is used, while Partial Least Square (PLS) serves as an analysis tool. (Memon et al., 2021) SEM-PLS is a multivariate analysis technique that combines factor analysis and regression analysis to examine the relationship between variables (Hair et al., 2021). According to Lin et al. (2020), PLS-SEM is more efficient for analyzing data with small sample sizes compared to the Covariance-Based SEM (CB-SEM) method. According to (Ghozali & Latan, 2015), the PLS method is able to provide an overview of variables that cannot be measured directly, namely latent variables, which are measured using indicators (manifest variables). The Structural Equation Modeling (SEM) model contains two types of models, namely the measurement model and the structural model.

RESULTS AND DISCUSSION

Evaluation Model Measurement

Model measurement in study This with model measurement reflective and formative. Where the variables are training & development, empowerment and job satisfaction measured reflectively and employee retention measured formatively.

1. Validity Test Results

Validity testing is a test conducted to demonstrate that a measuring instrument can accurately measure what it is intended to measure. A measure of reflexivity is considered high if it correlates more than 0.70 with the construct being measured (Hair et al., 2019). However, for this study, an outer loading limit of 0.50 will be used (Chin, 1998).

Table 1. Results Validity Test

No	Indicator	Outer Loading Value			
		Training & Development (X1)	Empowerment (X2)	Job Satisfaction (Z)	Employee Retention (Y)
1	Item 1	0.634	0.758	0.833	0.823
2	item 2	0.664	0.820	0.835	0.868
3	Item 3	0.781	0.737	0.804	0.775
4	Item 4	0.728	0.780	0.825	0.793
5	Item 5	0.722	0.705	0.628	0.857
6	Item 6	0.763	0.696	0.777	0.777
7	Item 7	0.768	0.816	0.812	0.703
8	Item 8	0.809	0.825	0.703	0.899
9	Item 9	0.693	0.824	0.721	0.903
10	Item 10	0.791	0.697	0.743	0.855
11	Item 11	-	0.860	0.835	-
12	Item 12	-	-	0.876	-

Source: Data processing results (2025)

Results processing with use SmartPLS can seen in table 4.12. From table the seen that between four tens three measurement training & development, empowerment, job variables satisfaction and employee retention own outer valid loading 0.628 – 0.903.

2. Results Test Reliability and Convergent Validity

Criteria validity and reliability can also be seen from mark reliability something constructs and values *Average Variance Extracted* (AVE) from each construct. Construct it is said own high reliability If its value *Cronbach's alpha*, *composite reliability* 0.70 and convergent validity fulfil condition if AVE is above 0.50.

Table 2. Results Test Reliability and AVE

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Training & Development (X1)	0.906	0.922	0.544
Empowerment (X2)	0.933	0.943	0.603
Job Satisfaction (Z)	0.943	0.951	0.617
Employee Retention (Y)	0.948	0.956	0.685

Source: Data processing results (2025)

Based on the table above, it can be seen that all research constructs are declared reliable because the *Composite Reliability* value for all constructs is above 0.70 and the *Cronbach's Alpha* value for all constructs is above 0.60 and all valid research variables from the AVE value are above the provision of 0.50.

3. Results Discriminant Validity Test (*Discriminant*) *Validity*)

Discriminant validity can be tested using the Fornell-Lacker Criterion. In the Fornell-Lacker Criterion, discriminant validity is measured by comparing the correlation between variables with the AVE of a variable. A good discriminant validity measurement model is one in which the AVE of a variable is greater than the correlation between the other variables (Ghozali, 2014). The overall AVE values can be seen in the following table:

Table 3. Results Discriminant Validity Testing

Variables	T&D (X1)	E (X2)	JS (Z)	ER (Y)
<i>Fornel and Lacker method</i>				
T&D (X1)	0.874			
E (X2)	0.849	0.878		
JS (Z)	0.794	0.789	0.879	
ER (Y)	0.771	0.864	0.815	0.874

Source: Data processing results (2025)

The table above shows that the correlation value of this variable is greater than the correlation value of the other variables, therefore, it can be concluded that all variables are valid for use. In addition to the Fornell-Lacker test, discriminant validity can also be tested based on the cross-loading value. An indicator is declared to meet discriminant validity if the cross-loading value of the dimension in its variable is the largest compared to the other variables (Ghozali, 2014). The following are the results of the cross-loading values.

Table 4. Cross Loading Test Results

	Employee Retention	Empowerment	Job Satisfaction	Training & Development
X1.1	0.629	0.596	0.684	0.634
X1.10	0.478	0.571	0.524	0.664
X1.11	0.611	0.708	0.649	0.781
X1.12	0.540	0.655	0.596	0.728
X1.2	0.485	0.544	0.524	0.722
X1.3	0.570	0.606	0.605	0.763
X1.4	0.591	0.690	0.592	0.768
X1.6	0.617	0.732	0.645	0.809
X1.7	0.525	0.573	0.519	0.693
X1.8	0.587	0.653	0.615	0.791
X2.1	0.632	0.758	0.670	0.768
X2.10	0.720	0.820	0.783	0.705
X2.11	0.656	0.737	0.692	0.571
X2.12	0.708	0.780	0.774	0.757
X2.2	0.589	0.705	0.597	0.623
X2.4	0.532	0.696	0.579	0.649
X2.5	0.692	0.816	0.708	0.744

X2.6	0.711	0.825	0.702	0.640
X2.7	0.713	0.824	0.717	0.668
X2.8	0.577	0.697	0.554	0.531
X2.9	0.679	0.860	0.761	0.704
Y.1	0.823	0.672	0.739	0.607
Y.10	0.868	0.740	0.782	0.692
Y.11	0.775	0.674	0.701	0.654
Y.3	0.793	0.638	0.671	0.570
Y.4	0.857	0.682	0.739	0.612
Y.5	0.777	0.578	0.664	0.602
Y.6	0.703	0.631	0.590	0.561
Y.7	0.899	0.774	0.844	0.680
Y.8	0.903	0.827	0.853	0.722
Y.9	0.855	0.765	0.767	0.658
Z.1	0.747	0.798	0.833	0.709
Z.14	0.714	0.734	0.835	0.671
Z.18	0.666	0.703	0.804	0.719
Z.23	0.714	0.735	0.825	0.665
Z.28	0.536	0.604	0.628	0.579
Z.29	0.731	0.703	0.777	0.611
Z.3	0.706	0.759	0.812	0.729
Z.31	0.704	0.617	0.703	0.562
Z.32	0.743	0.594	0.721	0.518
Z.36	0.680	0.570	0.743	0.518
Z.7	0.706	0.730	0.835	0.685
Z.9	0.761	0.790	0.876	0.685

Source: Data processing results (2025)

In the table above, it can be seen that the correlation value of the indicators on this variable is greater than the correlation on other variables, therefore it can be concluded that all variables are valid for use.

Evaluation Model Structural

1. Coefficient of Determination Test (R^2)

After the estimated model meets the *Outer Model criteria*, the researcher then tests the Structural Model (*Inner Model*). The following are the R-Square (R^2) values for the research constructs:

Table 5. Coefficient Test Determination

	R-square	R-square adjusted
Employee Retention	0.813	0.808
Job Satisfaction	0.799	0.795

Source: Data processing results (2025)

Based on Table 5, the R-Square value for the employee retention construct is 0.808. This means the model has a good level of *goodness-of-fit*. This also means that 80.8 % of the variability in employee retention can be explained by the variables in the model.

The R-Square value for the job satisfaction construct is 0.795, indicating a *goodness-of-fit model*. This also means that 79.5 % of the variability in job satisfaction can be explained by the variables in the model.

2. F Square Test

The F-Square test is conducted to determine the relative influence of the independent latent variable on the dependent latent variable. According to Ghazali & Latan (2015), the criteria for measuring F-Square are as follows:

- The f^2 value of 0.35 indicates that the independent latent variables have a large influence on the dependent latent variables.
- The f^2 value of 0.15 indicates that the independent latent variable has a moderate or moderate influence on the dependent latent variable.
- The f^2 value of 0.02 indicates that the independent latent variable *has a small influence on the dependent latent variable*.

Table 6. F Square Test

	F-square
Empowerment -> Employee Retention	0.047
Empowerment -> Job Satisfaction	0.670
Job Satisfaction -> Employee Retention	0.469
Training & Development -> Employee Retention	0.001
Training & Development -> Job Satisfaction	0.043

Source: Data processing results (2025)

In table 4.18 above obtained f square value against employee retention variables are 0.047, 0.469 and 0.001. Therefore, That obtained conclusion that variables independent influencing employee retention variable has moderate influence.

The value of f square against job satisfaction variables are 0.670 and 0.043. Therefore, That obtained conclusion that variables independent influencing job satisfaction variables have moderate influence.

3. Q Square Test

According to Ghazali and Latan (2014:81), Q-square predictive relevance is a test to evaluate PLS models. The test requirement is that if $Q^2 > 0$, the model has predictive relevance. Q^2 values of 0.02 , 0.15 , and 0.35 indicate that the model is weak, moderate, and strong, respectively (Ghozali and Latan, 2014:80).

Table 7. Q Square Test

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
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Employee Retention	1040,000	472,990	0.545
Empowerment	1144,000	1144,000	0,000
Job Satisfaction	1248,000	644,464	0.484
Training & Development	1040,000	1040,000	0,000

Source: Data processing results (2025)

In table 7 above obtained The q square value for employee retention is 0.545. Therefore, That obtained conclusion that variables that influence employee retention have strong influence.

The q square value for job satisfaction is 0.484. Therefore, That obtained conclusion that variables that influence job satisfaction have strong influence.

4. Significance Test t

To see the significance results of the parameter coefficients, they can be calculated from the dimensions of the variables that have been validated. Researchers want to know whether there is a positive or negative influence and whether it is significant or not significant based on the calculation of P Values which must be below 0.05 and t statistics greater than or equal to 1.96 (Ghozali, 2014). If the t statistics is greater than the t table (1.96), then both constructs are declared significant and vice versa.

Hypothesis Testing

Direct Effect: Path Coefficient

The conditions for testing this hypothesis are T-Statistics > T-table or P-Value < 0.05 with an error rate in the T-table of 5% at 1.96. The following are the results of the path coefficients

Table 8. Significance Test of Influence In a way Direct

	Original sample (O)	T statistics (O/STDEV)	P values
Empowerment -> Employee Retention	0.239	3,304	0.001
Empowerment -> Job Satisfaction	0.729	15,511	0,000
Job Satisfaction -> Employee Retention	0.660	10,802	0,000
Training & Development -> Employee Retention	0.026	0.563	0.574
Training & Development -> Job Satisfaction	0.184	3,807	0,000

Source: Data processing results (2025)

Indirect Effect

Indirect effect analysis is a test to determine the effect of independent variables on dependent variables mediated by intervening variables. The following are the results of the indirect effect test:

Table 9. Hypothesis Test of Influence Indirectly

	Original sample (O)	T statistics (O/STDEV)	P values
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Training & Development -> Job Satisfaction -> Employee Retention	0.122	3,887	0,000
Empowerment -> Job Satisfaction -> Employee Retention	0.481	7,792	0,000

Source: Data processing results (2025)

Discussion

H1. The Influence of Training & Development on Job Satisfaction

The analysis results show that the original sample estimate value of the training & development variable on the job satisfaction variable is positive at 0.184. Then, the t statistic is $3.807 > 1.96$ (Ghozali, 2014) so it can be said to have a significant effect. Thus, the hypothesis in this study is declared accepted. In conclusion, training & development has a positive and significant effect on job satisfaction.

H2 The Effect of Empowerment on Job Satisfaction

The analysis results show that the p-value is $0.000 < 0.05$ and the original sample estimate value of the empowerment variable on the job satisfaction variable is positive, namely 0.729 with a t statistic of $15.511 > 1.96$ (Chin, 1998), thus having a significant effect. Thus, the hypothesis in this study is declared accepted.

H3. The Effect of Job Satisfaction on Employee Retention

The analysis results show that the p-value is $0.000 > 0.05$ and the original sample estimate value of the job satisfaction variable on the employee retention variable is positive, namely 0.660 with a t statistic of $10.802 > 1.96$ (Chin, 1998). Thus, the hypothesis in this study is declared accepted. In conclusion, job satisfaction has a positive and significant effect on employee retention.

H4. The Effect of Training & Development on Employee Retention

The analysis results show that the p-value of $0.001 < 0.05$ and the original sample estimate value of the training & development variable on the employee retention variable is positive at 0.026 with a t statistic of $0.563 > 1.96$ (Chin, 1998) so it can be said that there is no significant effect. Thus, the hypothesis is rejected that training & development has a positive but not significant effect on employee retention.

H5. The Effect of Empowerment on Employee Retention

The analysis results show that the original sample estimate value of the empowerment variable on the employee retention variable is positive, at 0.239. Furthermore, the t-statistic is $3.304 > 1.96$ (Ghozali, 2014), so it can be said to have a significant effect. Thus, the hypothesis in this study is declared accepted. In conclusion, empowerment has a positive and significant effect on employee retention.

H6. The Effect of Training & Development on Employee Retention through Job Satisfaction

The analysis results show that the original sample estimate value of the training & development variable on the employee retention variable through the job satisfaction variable is positive at 0.122. Then, the t statistic is $3.887 > 1.96$ (Ghozali, 2014) so it can be said to have a significant effect. Thus, Hypothesis H6 in this study is declared accepted. In conclusion, training & development has a positive and significant effect on employee retention through job satisfaction.

H7. The Effect of Empowerment on Employee Retention through Job Satisfaction

The analysis results show that the original sample estimate value of the empowerment variable on the employee retention variable through the job satisfaction variable is positive at 0.481. Then, the t statistic is $7.792 > 1.96$ (Ghozali, 2014) so it can be said to have a significant effect. Thus, Hypothesis H7 in this

study is declared accepted. In conclusion, empowerment has a positive and significant effect on employee retention through job satisfaction.

CONCLUSION

Based on the analysis and discussion in this study, it can be concluded that first, training & development has a positive and significant effect on job satisfaction, thus H1 is accepted. This means that the better the implementation of training and development in the company, the higher the level of employee job satisfaction. Second, empowerment has a positive and significant effect on job satisfaction, thus H2 is accepted. This shows that employee empowerment such as providing autonomy, trust, and responsibility can increase job satisfaction. Third, job satisfaction has a positive and significant effect on employee retention, thus H3 is accepted. This means that the higher the job satisfaction felt by employees, the higher their tendency to stay in the company. Fourth, training & development has a positive but not significant effect on employee retention, thus H4 is rejected. In other words, direct training and development may not necessarily be able to significantly increase employee retention without the support of other variables such as job satisfaction. Fifth, empowerment has a positive and significant effect on employee retention, thus H5 is accepted. This shows that the greater the empowerment given to employees, the higher their likelihood of remaining employed in the company. Sixth, training & development has a positive and significant effect on employee retention through job satisfaction, thus H6 is accepted. This proves that job satisfaction can be an intervening variable that strengthens the relationship between training and employee retention. Seventh, empowerment has a positive and significant effect on employee retention through job satisfaction, thus supporting H7. This means that employee empowerment can indirectly boost retention by increasing job satisfaction.

This study aims to determine the direct influence of training & development, empowerment, and job satisfaction on employee retention, as well as to determine the impact of training & development and empowerment on employee retention through job satisfaction as an intervening variable for employees in a consulting firm. Practically, the research results provide important input for consulting firms. Companies need to improve the quality of training with a participatory approach and relevant materials. In addition, it is necessary to provide space for empowerment through delegation of authority and involvement in decision-making so that employees feel they have greater responsibility. Job satisfaction must also be a priority, through the creation of a conducive work environment, career transparency, and a fair reward system.

The researcher is fully aware that there are still many shortcomings and limitations, but the researcher hopes that this study can support further research to be even better, so that employee retention practices in the context of measurement and its meaning can be explored from a broader perspective not only carried out in consulting service companies but also can be carried out in companies in the manufacturing, hospitality, healthcare, retail, and banking sectors. The researcher also hopes that in further research, the findings will be enriched by using new and innovative methods, studies, and locations, so that it will produce many findings that were previously inaccessible to researchers. In addition, the addition of variables can also enrich the research model. A mixed methods approach (quantitative and qualitative) can be used to understand the phenomenon of employee retention more comprehensively.

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