
The Influence of Motivation Strategy, Rewards, Training and Career Development on Employee Retention Through Job Satisfaction as an Intervening Variable at PT. Manggalakarya Bangun Sarana

Javan Agustian Setyagraha, Supardi, Vera Firdaus

Universitas Muhammadiyah Sidoarjo, Indonesia

Emails: javanagustians88@gmail.com, supardi@umsida.ac.id, verafirdaus@umsida.ac.id

ABSTRACT

This research aims to examine the influence of motivation strategies, rewards, training, and career development on employee retention, with job satisfaction as an intervening variable at PT. Manggalakarya Bangun Sarana. The main issue addressed in this research is the low level of employee retention, which can negatively impact the company's operational continuity and efficiency. Therefore, understanding the internal factors that influence employees' decisions to remain with the company is essential. This research uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to 150 permanent employees selected using purposive sampling, focusing on individuals with a minimum of one year of service. The collected data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) and processed with SmartPLS software. The results of the analysis show that all four independent variables—motivation, rewards, training, and career development—have a positive and significant influence on job satisfaction, both simultaneously and partially. Job satisfaction itself is proven to have a positive and significant effect on employee retention. Furthermore, job satisfaction significantly mediates the relationship between motivation, rewards, training, and career development with employee retention. These findings suggest that, to improve employee retention, the company must focus on strategies that enhance job satisfaction, such as effective motivation programs, fair reward systems, relevant training, and well-structured career development opportunities. Consequently, the implementation of effective human resource strategies can directly impact increased employee loyalty and long-term commitment to the company.

KEYWORDS *employee retention, job satisfaction, motivation, reward, training and career*



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INTRODUCTION

The construction consulting services industry is a very dynamic and competitive sector, where companies are required to continually innovate in providing the best service to clients. The human resources (HR) of construction consulting companies are highly dependent on their quality and capabilities (Govender et al., 2025; Masengesho et al., 2021; Sayudin et al., 2023; Shi, 2021; Tamin et al., 2015). Therefore, to ensure operational sustainability and the achievement of long-term goals, employee retention must be one of the important factors that companies pay attention to. High employee retention can increase business stability, innovation, and productivity. Similarly, high employee retention can improve business stability, innovation, and productivity (Al-Suraihi et al., 2021; Biason, 2017; Ismail & Warrak, 2020; Letchmiah & Thomas, 2017; Sija, 2022).

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One of the main challenges faced by construction consulting service companies, including PT. Manggalakarya Bangun Sarana, is how to retain the best employees to continue working in the company. Various factors can affect employee retention rates, such as motivational strategies, rewards, training, and career development. An effective motivational strategy can increase employee morale and create a supportive environment (Andriani et al., 2023). Awards given by companies, both in the form of financial and non-financial incentives, can increase employees' sense of appreciation and loyalty to the company (Budiarso & Widagdo, 2021). Quality training and clear career development are key to strengthening skills and providing opportunities for employees to develop, which, in turn, can increase job satisfaction (Muarifah et al., 2024).

One of the important factors that influence an employee's decision to stay with the company is whether they are satisfied with their work. Employees who feel satisfied with their jobs tend to be more motivated, commit more strongly to the company, and are more likely to keep their jobs in the long term (Wicaksono et al., 2024). Therefore, companies need to ensure that various aspects related to motivation, rewards, training, and career development can improve employee job satisfaction, ultimately positively impacting employee retention.

At PT. Manggalakarya Bangun Sarana, which is engaged in construction consulting services, the company relies heavily on the skills and competencies of employees to provide quality consulting services to clients. With the growth of the industry, the challenge of retaining competent employees is even greater. Therefore, it is important to research the influence of different strategies that can affect job satisfaction and, in turn, increase employee retention in these companies.

This research will examine the influence of motivation, reward, training, and career development strategies on employee retention through job satisfaction as an intervening variable. This research aims to provide a deeper understanding of how each of these factors is interrelated and has a significant impact on employees' decisions to stay with the company. By understanding this relationship, PT. Manggalakarya Bangun Sarana is expected to design more effective human resource policies to improve employee job satisfaction and, ultimately, their retention in the company.

In addition, this research is also expected to make a useful contribution to the development of theories related to employee retention, especially in the construction consulting services sector, which has its own characteristics and challenges. The results of this research are expected to not only be used by PT. Manggalakarya Bangun Sarana but can also provide guidance for other companies in similar industries to improve their HR management.

The role of job satisfaction as an intervening variable is interesting in this research, as it is expected to provide a clearer picture of how motivation, reward, training, and career development factors influence employees' decisions to stay or leave the company. The research will also analyze how strongly each factor influences employee satisfaction and retention and determine if there is a significant relationship between the two. Thus, this research is expected to provide new insights in human resource management that can contribute to the company's future success.

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METHOD

This research employed a quantitative method with a causal approach to identify the cause-and-effect relationships between independent variables (motivational strategies, rewards, training, and career development) and the dependent variable (employee retention), with job satisfaction as an intervening variable. The study measured how factors such as motivation, rewards, training, and career development influenced employee job satisfaction, which in turn impacted employee retention.

The research population consisted of all employees of PT. Manggalakarya Bangun Sarana across various departments. A sample of 100 to 150 employees was selected using simple random sampling to ensure representativeness. The variables tested included independent variables (motivational strategies, rewards, training, and career development), the intervening variable (job satisfaction), and the dependent variable (employee retention).

Data were collected through questionnaires using a Likert scale to measure the relevant dimensions. After data collection, analysis was conducted using path analysis or Structural Equation Modeling (SEM) techniques to test the relationships among variables, along with validity and reliability tests to ensure the instruments' appropriateness and consistency.

The research procedure involved three main stages: preparation (developing the questionnaire and testing its validity and reliability), data collection (distributing questionnaires to the sampled employees), and data analysis using statistical software such as Partial Least Squares (PLS) to test the hypotheses, including mediation tests to determine whether job satisfaction acted as an intervening variable between motivational strategy, rewards, training, career development, and employee retention.

The theoretical framework of this research is as follows:

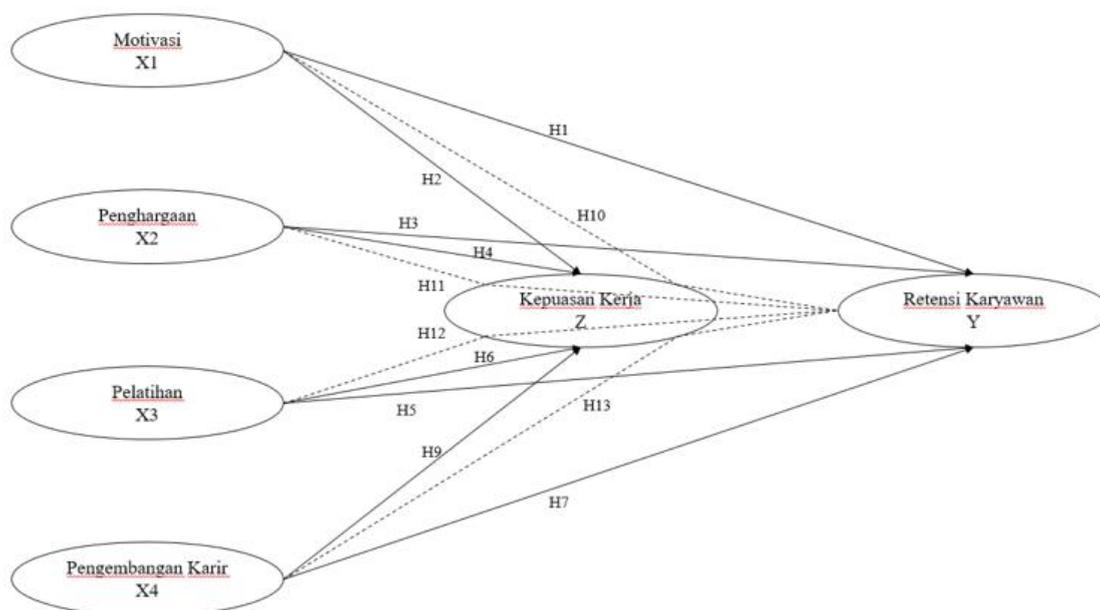


Figure 1. Theoretical Framework of Thought

Source: Processed Researcher (2025)

RESULTS AND DISCUSSION

Measurement Model Analysis (Outer Model)

1. Validity Test

Convergent validity and discriminant validity are components to form validity measurements. The Convergent Validity Analysis is determined using the loading factor parameter and using the AVE (Average Variance Extracted) value.

a) Convergent Validity

Convergent validity is the correlation between an indicator score and a construct score. The convergent validity value is a loading factor on the latent variable with its indicator and is expected to have a value of >0.7 and AVE >0.5 . The following loading factor values can be seen in the table below:

Table 1. Loading Factor Value

Indicator	(X1) Motivation	(X2) Appreciation	(X3) Training	(X4) Career Development	(Y) Employee Retention	(Z) Job Satisfaction
X1.1	0,927					
X1.2	0,925					
X1.3	0,949					
X2.1		0,754				
X2.2		0,742				
X2.3		0,837				
X2.4		0,806				
X2.5		0,835				
X3.1			0,901			
X3.2			0,915			
X3.3			0,919			
X3.4			0,903			
X3.5			0,915			
X4.1				0,914		
X4.2				0,916		
X4.3				0,920		
X4.4				0,912		
X4.5				0,911		
Y.1					0,767	
Y.2					0,840	
Y.3					0,858	
Y.4					0,815	
Y.5					0,795	
Z.1						0,912
Z.2						0,913
Z.3						0,893
Z.4						0,888
Z.5						0,918

Source: Processed researcher (2025)

It can be seen in the table above that all indicators in this research are declared valid, this is because the loading factor value produced by each indicator is >0.7 . And it can be seen in the image below which is an image of the results of the loading factor test on the SmartPLS application as follows.

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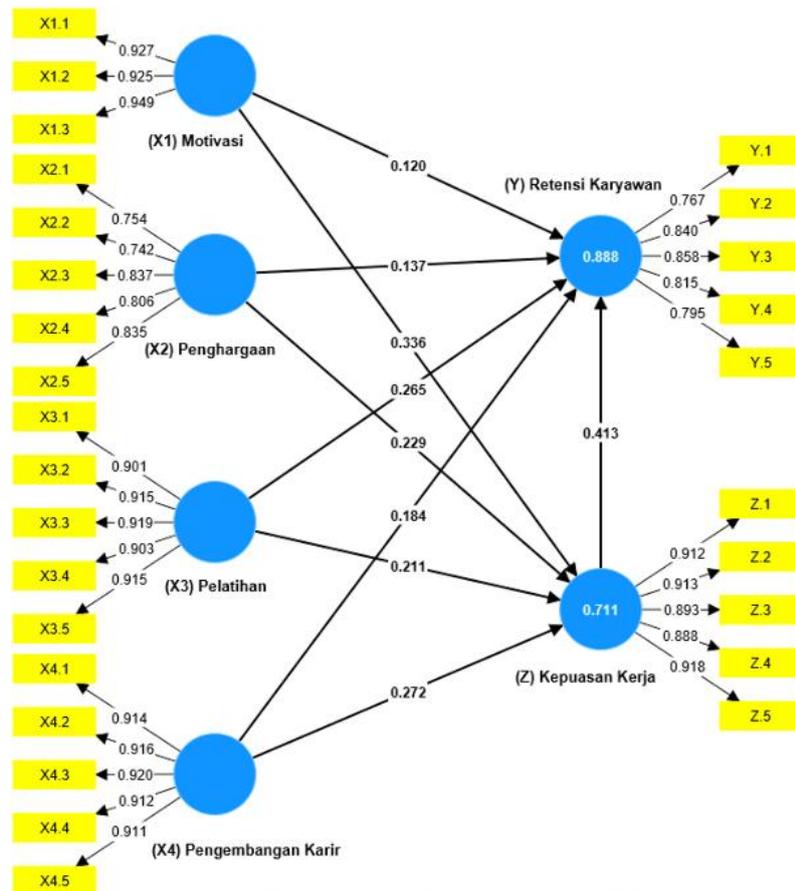


Figure 2. Outer Loading Results
Source: Processed researcher (2025)

Another measurement tool in measuring validity is AVE (Average Variance Exctrated). The AVE value must be >0.5 . It can be seen in the table below. That the Motivation Variable has the highest AVE value of 0.872. Meanwhile, the one with the lowest AVE value is the Award Variable with a value of 0.633.

Tabel 2. Nilai Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
(X1) Motivation	0,872
(X2) Appreciation	0,633
(X3) Training	0,829
(X4) Career Development	0,836
(Y) Employee Retention	0,665
(Z) Job Satisfaction	0,819

Source: Processed researcher (2025)

It can be seen from the table above that the total AVE value of each variable is >0.5 . It can be concluded that the loading factor and AVE values have met the Convergent Validity requirements.

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b) Discriminant Validity

In Discriminant Validity, the test is carried out by looking at the value of cross loadings.

Table 3. Cross Loading Value

Indicator	(X1) Motivation	(X2) Appreciation	(X3) Training	(X4) Career Development	(Y) Employee Retention	(Z) Job Satisfaction
X1.1	0,927	0,453	0,505	0,497	0,669	0,669
X1.2	0,925	0,463	0,480	0,475	0,643	0,636
X1.3	0,949	0,506	0,513	0,526	0,713	0,684
X2.1	0,292	0,754	0,403	0,366	0,458	0,355
X2.2	0,200	0,742	0,290	0,226	0,362	0,295
X2.3	0,532	0,837	0,488	0,498	0,692	0,631
X2.4	0,407	0,806	0,408	0,464	0,555	0,576
X2.5	0,465	0,835	0,506	0,503	0,658	0,627
X3.1	0,414	0,451	0,901	0,434	0,636	0,533
X3.2	0,485	0,482	0,915	0,437	0,694	0,586
X3.3	0,506	0,506	0,919	0,441	0,737	0,642
X3.4	0,529	0,587	0,903	0,463	0,715	0,625
X3.5	0,494	0,436	0,915	0,447	0,674	0,551
X4.1	0,490	0,426	0,370	0,914	0,611	0,571
X4.2	0,501	0,506	0,490	0,916	0,703	0,672
X4.3	0,525	0,499	0,429	0,920	0,653	0,602
X4.4	0,481	0,546	0,452	0,912	0,663	0,623
X4.5	0,454	0,500	0,481	0,911	0,711	0,629
Y.1	0,515	0,506	0,548	0,518	0,767	0,760
Y.2	0,582	0,675	0,616	0,635	0,840	0,737
Y.3	0,666	0,602	0,680	0,635	0,858	0,741
Y.4	0,521	0,696	0,630	0,546	0,815	0,667
Y.5	0,660	0,435	0,627	0,647	0,795	0,708
Z.1	0,634	0,594	0,608	0,616	0,823	0,912
Z.2	0,685	0,666	0,604	0,618	0,844	0,913
Z.3	0,602	0,600	0,544	0,604	0,761	0,893
Z.4	0,616	0,523	0,545	0,602	0,763	0,888
Z.5	0,674	0,605	0,624	0,631	0,813	0,918

Source: Processed researcher (2025)

Based on the table above, it can be seen that each variable has a cross loading factor value above >0.7 , meaning that the variables in this research have met the requirements.

2. Reliability Test

a) Cronbach's Alpha

The following table shows Cronbach's alpha values as follows:

Tabel 4. Cronbach's Alpha

Variable	Cronbach's alpha
(X1) Motivation	0,926
(X2) Appreciation	0,859
(X3) Training	0,949

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Variable	Cronbach's alpha
(X4) Career Development	0,951
(Y) Employee Retention	0,874
(Z) Job Satisfaction	0,945

Source: Processed researcher (2025)

From the table above, it can be seen that all indicators in each variable have met the requirements for the reliability test, namely Cronbach's alpha value >0.6 .

b) Composite Reliability

Composite reliability is to test the reliability value of indicators in variables. If it has a composite reliability value of >0.7 , then a variable can be declared fulfilling. The data is as follows.

Table 5. Composite Reliability Value

Variable	Composite reliability (rho_a)
(X1) Motivation	0,929
(X2) Appreciation	0,885
(X3) Training	0,951
(X4) Career Development	0,953
(Y) Employee Retention	0,876
(Z) Job Satisfaction	0,946

Source: Processed researcher (2025)

It can be seen based on the table above that all variables have a composite reliability value of >0.7 . So, it can be concluded that all variables in this research are declared to meet the requirements. So that this research can be continued at the internal model testing stage.

3. Uji Variance Inflation Factor (VIF)

VIF is a factor that measures how much the variance of the regression predictor coefficient increases compared to the orthogonal independent variable that is linearly connected. The value of VIF will be greater if there is a larger correlation between the independent variables. The VIF value of >5 can be used as an indication of multicollinearity. As seen in the VIF table below.

Table 6. Value of Variance Inflation Factor (VIF)

Indicator	VIF
X1.1	3,374
X1.2	3,456
X1.3	4,366
X2.1	2,936
X2.2	3,862
X2.3	2,561
X2.4	2,856
X2.5	3,012
X3.1	3,697

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Indicator	VIF
X3.2	4,442
X3.3	4,420
X3.4	3,894
X3.5	4,424
X4.1	4,271
X4.2	3,991
X4.3	4,353
X4.4	4,155
X4.5	4,036
Y.1	1,756
Y.2	2,229
Y.3	2,366
Y.4	2,073
Y.5	1,884
Z.1	3,971
Z.2	4,011
Z.3	3,575
Z.4	3,269
Z.5	4,321

Source: Processed researcher (2025)

It can be seen in the table above that the value of $Vif < 5$ can be concluded that all indicators are free from the symptoms of multicollinearity.

Structural Model Analysis (Inner Model)

1. Goodness of Fit Test

a) R- Square

Table 7. R-Square Value

Variable	R-square
(Y) Employee Retention	0,888
(Z) Job Satisfaction	0,711

Source: Processed researcher (2025)

Based on the table above, the R-Square value of the Employee Retention Variable is 0.888, so this value is a sign that the Motivation Variable, the Reward Variable, the Training Variable, the Career Development Variable and the Job Satisfaction Variable have an effect on the Employee Retention Variable by 88.8%. The remaining 11.2% was influenced by other variables. As well as the R-Square value of the Job Satisfaction Variable, which is 0.711, this value is a sign that the Motivation Variable, the Reward Variable, the Training Variable, the Career Development Variable and the Employee Retention Variable have an effect on the Job Satisfaction Variable by 71.1% and the remaining 28.9% is influenced by other variables.

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b) F-Square

According to Ghazali (2021:73-74) effect size (f^2) is applied as a measure in determining the opposite of the model. The value of f^2 consists of 0.02 (weak), 0.15 (moderate), and 0.35 (strong).

Table 8. F-Square Value

Variable	(Y) Employee Retention	(Z) Job Satisfaction
(X1) Motivation	0,062	0,232
(X2) Appreciation	0,088	0,105
(X3) Training	0,343	0,092
(X4) Career Development	0,156	0,153
(Z) Job Satisfaction	0,438	

Source: Processed researcher (2025)

Based on the table above, the Motivation Variable has an effect on the Employee Retention Variable of 0.062 (weak) and on the Job Satisfaction Variable of 0.232 (moderate). The Award Variable affects the Employee Retention Variable of 0.088 (weak) and the Job Satisfaction Variable of 0.105 (weak). The Training Variable had an effect on the Employee Retention Variable of 0.343 (moderate) and on the Job Satisfaction Variable of 0.092 (weak). The Career Development Variable had an effect on the Employee Retention Variable of 0.156 (moderate) and on the Job Satisfaction Variable of 0.153 (moderate). The Job Satisfaction Variable has an influence on the Employee Retention Variable of 0.438 (strong).

c) Q2 Predictive Relevance

The evaluation of the PLS model was also carried out with Q2 Predictive Relevance. It can be seen in the table below:

Tabel 9. Nilai Construct Cross validated Redundancy

Variable	Q ² (=1-SSE/SSO)
(Y) Employee Retention	0,578
(Z) Job Satisfaction	0,573

Source: Processed researcher (2025)

It can be seen based on the results of data processing, the predictive relevance value in the Employee Retention Variable is $0.578 > 0$ and in the Job Satisfaction Variable is $0.573 > 0$. Therefore, it is stated that the amount of data that can be explained by the research model is 57.8% and 57.3%. The remaining 42.2% and 42.7% were explained by factors outside of this research. Therefore, it can be concluded that this research has a good Goodness of Fit.

d) Model Fit

It is a value to show how well the model is studied. This value determines the cumulative percentage that shows the value of the model. The following are the results of the Model Fit from the research model.

Table 10. Model Fit

Data	Estimated model
SRMR	0,074

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Data	Estimated model
d_ ULS	2,217
d_ G	1,431
Chi-square	1081,421
NFI	0,773

Source: Processed researcher (2025)

In the NFI row table, it has an Estimated Model value of 0.773 which indicates 77.3% of the estimated fit model. The results concluded that the model had a 77.3% fit for the research model.

Hypothesis Test

Table 11. Hypothesis Test Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
(X1) Motivation -> (Y) Employee Retention	0,120	0,119	0,057	2,099	0,036
(X1) Motivation -> (Z) Job Satisfaction	0,336	0,334	0,071	4,758	0,000
(X2) -> (Y) Employee Retention Award	0,137	0,138	0,056	2,429	0,015
(X2) -> (Z) Job Satisfaction Award	0,229	0,230	0,060	3,813	0,000
(X3) -> (Y) Employee Retention Training	0,265	0,262	0,059	4,534	0,000
(X3) Training -> (Z) Job Satisfaction	0,211	0,209	0,064	3,302	0,001
(X4) Career Development -> (Y) Employee Retention	0,184	0,183	0,046	4,034	0,000
(X4) Career Development -> (Z) Job Satisfaction	0,272	0,272	0,065	4,169	0,000
(Z) Job Satisfaction -> (Y) Employee Retention	0,413	0,415	0,091	4,551	0,000
(X1) Motivation -> (Z) Job Satisfaction -> (Y) Employee Retention	0,139	0,140	0,045	3,088	0,002
(X2) Awards -> (Z) Job Satisfaction -> (Y) Employee Retention	0,094	0,097	0,037	2,571	0,010
(X3) Training -> (Z) Job Satisfaction -> (Y) Employee Retention	0,087	0,087	0,034	2,532	0,011
(X4) Career Development -> (Z) Job Satisfaction -> (Y) Employee Retention	0,112	0,111	0,031	3,568	0,000

Source: Processed researcher (2025)

The criteria for accepting the hypothesis is that if the T-Statistic is more than 1.96 and the P-Value is less than 0.05, then Ha is accepted and Ho is rejected, and vice versa, the hypothesis proposed is as follows:

1) First Hypothesis Test

Research Results: Motivation Variables Have a Positive and Significant Effect on Employee Retention Variables. It can be seen from the value of the regression coefficient of 0.120. and from the results of data management, there is a T-Statistical value of 2.099 greater than the T-Table value of 1.96 with a P-Value of 0.036 smaller than 0.05, therefore the Motivation Variable has a Positive and Significant Effect on the Employee Retention Variable.

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2) Second Hypothesis Test

Research Results: Motivation Variables Have a Positive and Significant Effect on Job Satisfaction Variables It can be seen from the regression coefficient value of 0.336. and from the results of data management, there is a T-Statistical value of 4.758 greater than the T-Table value of 1.96 with a P-Value of 0.000 smaller than 0.05, therefore the Motivation Variable has a Positive and Significant Effect on the Job Satisfaction Variable.

3) Third Hypothesis Test

Research Results: Award Variables Have a Positive and Significant Effect on Employee Retention Variables. It can be seen from the value of the regression coefficient of 0.137. and from the results of data management, there is a T-Statistical value of 2.429 greater than the T-Table value of 1.96 with a P-Value of 0.015 smaller than 0.05, therefore the Award Variable has a Positive and Significant Effect on the Employee Retention Variable.

4) Fourth Hypothesis Test

Research Results: Award Variables Have a Positive and Significant Effect on Job Satisfaction Variables It can be seen from the value of the regression coefficient of 0.229. and from the results of data management, there is a T-Statistical value of 3.818 greater than the T-Table value of 1.96 with a P-Value of 0.000 smaller than 0.05, therefore the Award Variable has a Positive and Significant Effect on the Job Satisfaction Variable.

5) Fifth Hypothesis Test

Research Results: Training Variables Have a Positive and Significant Effect on Employee Retention Variables. It can be seen from the value of the regression coefficient of 0.265. and from the results of data management, there is a T-Statistical value of 4.534 greater than the T-Table value of 1.96 with a P-Value of 0.000 smaller than 0.05, therefore the Training Variable has a Positive and Significant Effect on the Employee Retention Variable.

6) Sixth Hypothesis Test

Research Results: Training Variables Have a Positive and Significant Effect on Job Satisfaction Variables It can be seen from the value of the regression coefficient of 0.211. and from the results of data management, there is a T-Statistical value of 3.302 greater than the T-Table value of 1.96 with a P-Value of 0.001 smaller than 0.05, therefore the Training Variable has a Positive and Significant Effect on the Job Satisfaction Variable.

7) Seventh Hypothesis Test

Research Results: Career Development Variables Have a Positive and Significant Effect on Employee Retention Variables. It can be seen from the value of the regression coefficient of 0.184. and from the results of data management, there is a T-Statistical value of 4.034 greater than the T-Table value of 1.96 with a P-Value of 0.000 smaller than 0.05, therefore Career Development Variables Have a Positive and Significant Effect on Employee Retention Variables.

8) Eighth Hypothesis Test

Research Results: Career Development Variables Have a Positive and Significant Effect on Job Satisfaction Variables It can be seen from the regression coefficient value of 0.272. and from the results of data management, there is a T-Statistical value of 4.169 Greater than the T-Table value of 1.96 with a P-Value value of 0.000 smaller than 0.05, therefore Career Development Variables Have a Positive and Significant Effect on Job Satisfaction Variables.

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9) Ninth Hypothesis Test

Research Results: Job Satisfaction Variables Have a Positive and Significant Effect on Employee Retention Variables. It can be seen from the value of the regression coefficient of 0.413. and from the results of data management, there is a T-Statistical value of 4.551 Greater than the T-Table value of 1.96 with a P-Value of 0.000 smaller than 0.05, therefore the Job Satisfaction Variable has a Positive and Significant Effect on the Employee Retention Variable.

10) Tenth Hypothesis Test

Research Results: Motivation Variables Have a Positive and Significant Effect on Employee Retention Variables Through Job Satisfaction Variables as Mediation Variables. It can be seen from the value of the regression coefficient of 0.139. and from the results of data management, there is a T-Statistical value of 3.088 Greater than the T-Table value which is 1.96 with a P-Value of 0.002 smaller than 0.05, therefore the Motivation Variable has a Positive and Significant Effect on the Employee Retention Variable through the Job Satisfaction Variable as a Mediation Variable.

11) Eleventh Hypothesis Test

Research Results: Award Variables Have a Positive and Significant Effect on Employee Retention Variables Through Job Satisfaction Variables as Mediation Variables. It can be seen from the value of the regression coefficient of 0.094. and from the results of data management, there is a T-Statistical value of 2.571 greater than the T-Table value of 1.96 with a P-Value of 0.010 smaller than 0.05, therefore the Award Variable has a Positive and Significant Effect on the Employee Retention Variable through the Job Satisfaction Variable as a Mediation Variable.

12) Twelfth Hypothesis Test

Research Results: Training Variables Have a Positive and Significant Effect on Employee Retention Variables Through Job Satisfaction Variables as Mediation Variables. It can be seen from the value of the regression coefficient of 0.087. and from the results of data management, there is a T-Statistical value of 2.532 greater than the T-Table value which is 1.96 with a P-Value of 0.011 smaller than 0.05, therefore the Training Variable Has a Positive and Significant Effect on the Employee Retention Variable through the Job Satisfaction Variable as a Mediation Variable.

13) Thirteenth Hypothesis Test

Research Results: Career Development Variables Have a Positive and Significant Effect on Employee Retention Variables Through Job Satisfaction Variables as Mediation Variables. It can be seen from the value of the regression coefficient of 0.112. and from the results of data management, there is a T-Statistical value of 3.568 greater than the T-Table value of 1.96 with a P-Value of 0.000 smaller than 0.05, therefore the Career Development Variable has a Positive and Significant Effect on the Employee Retention Variable through the Job Satisfaction Variable as a Mediation Variable.

CONCLUSION

Based on the research conducted at PT. Manggalakarya Bangun Sarana, motivation, rewards, training, and career development strategies were found to have a positive and significant impact on employee job satisfaction, which in turn significantly influenced employee retention. Employees who experienced higher job satisfaction demonstrated greater

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loyalty and a stronger desire to remain with the company long-term. These strategies affected retention both directly and indirectly through job satisfaction as an intervening variable, highlighting the importance of fostering job satisfaction to maintain a stable and skilled workforce. Future research could explore additional factors such as organizational culture or leadership styles that may further influence the relationship between these strategies, job satisfaction, and employee retention.

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