



The Effect of Recruitment and Job Training on Employee Retention at PT Global Lighting Indonesia in West Jakarta

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Abstract: *This study examines the relationships between recruitment, job training, and employee retention at PT Global Lighting Indonesia in West Jakarta. A quantitative approach with an associative research design was employed. The study involved 60 employees selected using a saturated sampling technique. Data were collected through Likert-scale questionnaires and analyzed using SPSS version 26, including simple and multiple linear regression and hypothesis testing. The results indicate that recruitment was positively and significantly associated with employee retention ($B = 0.300$, $t = 4.729$, $p < 0.001$), with the simple regression model explaining 27.8% of the variation in employee retention ($R^2 = 0.278$). Job training also showed a positive and significant association with employee retention ($B = 0.250$, $t = 4.496$, $p < 0.001$), with its simple regression model explaining 25.8% of the variation ($R^2 = 0.258$). In the multiple regression model, recruitment ($B = 0.364$, $t = 8.047$, $p < 0.001$) and job training ($B = 0.306$, $t = 7.842$, $p < 0.001$) were both positively and significantly associated with employee retention. Together, the two variables explained 65.3% of the variation in employee retention ($R^2 = 0.653$), and the overall model was statistically significant ($F = 53.592$, $p < 0.001$). These findings indicate that recruitment and job training are relevant factors associated with employee retention in the company studied.*

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Introduction

Human resources are a crucial element in any organization because organizational success depends heavily on human capabilities in carrying out activities, generating innovation, and creating quality products and services. This also applies to PT Global Lighting Indonesia, which distributes electrical equipment, focusing on lighting products for household, commercial, and industrial needs. In carrying out its business activities, the company strives to maintain the quality of its products, services, and human resources to maintain customer trust and satisfaction. One aspect that needs to be considered in human resource management is employee retention. Mardhani and Dewi (2022) explain that employee retention is a company's effort to retain skilled employees so that they remain within the company. Maulyan et al. (2023) also state that retention is related to maintenance programs aimed at maintaining the physical, mental, and loyalty of employees, while Hassan et al. (2022) explain that retention has an inverse relationship with employee turnover. High retention indicates a low turnover rate, so a

company's ability to retain employees is crucial to maintaining performance and reducing wasted time, energy, and costs due to the recruitment and training process for new employees.

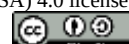
The phenomenon of employee retention shows that a company's ability to retain a quality workforce is not only related to financial aspects, but also to organizational conditions, employee satisfaction, commitment, development opportunities, and work experience. Kurniawan and Rizky (2025) found that career development and job satisfaction have a positive and significant effect on employee retention, while Rahayu and Arviani (2022) showed that job satisfaction supported by organizational commitment and emotional attachment to the company can significantly increase employee retention. On the other hand, recruitment is one of the foundations in shaping retention because this process determines the fit between the candidate, the job, and the organization. Fitria et al. (2025) showed that the implementation of value-based recruitment, Realistic Job Preview (RJP), and Applicant Tracking System (ATS) can increase retention intention and reduce turnover intention. Sarandi (2024) also showed that a good selection process, career development, and internal communication have a positive and significant effect on employee retention. Meanwhile, job training is related to increased competence, motivation, and loyalty. Hanifah et al. (2024) found that training and development had a positive and significant effect on retention, while Khristian et al. (2022) found that job training did not have a significant effect partially, but had a significant effect when combined with rewards and the physical work environment.

Employee retention issues at PT Global Lighting Indonesia are evident from the results of a pre-survey of 30 employees. Measurements were conducted based on organizational components, career opportunities, compensation, job design, and work relationships. The results showed that an average of only 9 people or 30.0% agreed, while 21 people or 70.0% disagreed with the retention indicators measured. In the organizational component, 20 people or 66.7% disagreed that the organizational structure and system support effective work implementation. In terms of career opportunities, 18 people or 60.0% disagreed that the company provides clear opportunities for career development. In terms of compensation, 17 people or 56.7% disagreed that compensation matches the job and responsibilities. Lower conditions were seen in job design and work relationships, each of which received 25 people or 83.3% of respondents who disagreed. These findings indicate that conditions related to employee retention do not fully support employees' desire to stay with the company.

Problems were also evident in the recruitment process. Based on a pre-survey of 30 employees, an average of only 7 people, or 24.0%, agreed, while 23 people, or 76.0%, disagreed with the recruitment indicators. Regarding recruitment planning, 21 people, or 70.0%, disagreed that the planning met workforce needs. Regarding recruitment sources and methods, 23 people, or 76.7%, disagreed. Regarding the employee selection process and recruitment evaluation, 24 people, or 80.0%, disagreed. Although company data indicates that 11 vacant positions from 2024 to 2025 have been filled through external and internal promotion mechanisms, the pre-survey results indicate that most employees still have a less than positive assessment of the recruitment process. This situation indicates problems in recruitment planning, sources, methods, selection, and evaluation that need to be addressed in relation to the company's ability to obtain suitable workers and retain employees.

The next problem lies in job training. The pre-survey results showed that an average of only 4.67 people, or 15.6%, agreed, while 25.3 people, or 84.4%, disagreed with the job training indicators. Regarding the instructor indicator, 24 people, or 80.0%, disagreed that the instructors had the appropriate competencies for the training material. Regarding participant readiness, 26 people, or 86.7%, disagreed. Regarding the suitability of the material, 23 people, or 76.7%, disagreed, while regarding the clarity of the training objectives and the suitability of the training targets, 27 people, or 90.0%, disagreed. Regarding the training method, 25 people, or 83.3%, disagreed. These results indicate that various aspects of training, from instructor competence, participant readiness, suitability of the material, clarity of objectives, methods, and training targets, have not been optimally assessed by the majority of employees. This condition is important because training that does not match needs can affect the improvement of employee competency and skills and ultimately relates to the company's ability to retain employees.

Based on these conditions, this study was conducted to determine the effect of recruitment on employee retention, determine the effect of job training on employee retention, and determine the effect of simultaneous recruitment and job training on employee retention at PT Global Lighting Indonesia in West Jakarta. This study is important because the results of previous studies still show inconsistencies,



especially regarding the effect of job training on retention, while research that specifically examines simultaneous recruitment and job training on employee retention in the context of PT Global Lighting Indonesia is still limited. Fitria et al. (2025) and Sarandi (2024) emphasize the importance of the quality of recruitment and selection processes on retention, while Hanifah et al. (2024) and Khristian et al. (2022) show different results regarding the effect of job training. Thus, this study is aimed at providing an empirical understanding of the contribution of recruitment quality and the effectiveness of job training on employee retention in the research object studied, while also providing a basis for companies in considering more effective recruitment and job training strategies.

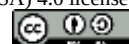
Research methods

This study uses a quantitative method with a causal associative approach. According to Sugiyono (2017), associative research aims to determine the relationship or influence between two or more variables. This approach is used to determine the effect of recruitment and job training on employee retention at PT Global Lighting Indonesia in West Jakarta. The study was conducted at PT Global Lighting Indonesia located at Jl. Daan Mogot KM 14.5 Ruko Point 8, Block F2, RT.2/RW.14, Duri Kosambi, West Jakarta City, Special Capital Region of Jakarta 11750. The study was conducted for approximately 10 months, starting from October 2025 to July 2026.

The research instrument used a closed questionnaire with a five-level Likert scale, namely Strongly Agree with a weight of 5, Agree with a weight of 4, Neutral with a weight of 3, Disagree with a weight of 2, and Strongly Disagree with a weight of 1. Recruitment variables were measured through indicators of recruitment planning, recruitment sources, recruitment methods, selection of prospective employees, and evaluation of recruitment results with sources Fitria, Novy, et al. (2025), job training variables were measured through indicators of instructors, participants, training materials, training objectives, training methods, and training targets with sources Hendra (2020), while employee retention variables were measured through organizational components, career opportunities, compensation, job design, and work relationships with sources Pratiwi et al. (2020). Data analysis techniques include processing questionnaire results, validity tests, reliability tests, descriptive analysis, classical assumption tests consisting of normality, multicollinearity, autocorrelation, and heteroscedasticity tests, as well as simple and multiple linear regression analysis, correlation coefficients, determination coefficients, and hypothesis testing through t-tests and F-tests. All data processing and analysis processes were carried out using SPSS version 26.

The population in this study was all 60 employees of PT Global Lighting Indonesia. According to Sugiyono (2017), a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics to be studied and then conclusions drawn. Because the population in this study was relatively small, all members of the population were used as samples using a saturated sampling technique or total sampling. According to Sugiyono (2018), saturated sampling is a sampling technique when all members of the population are used as samples. Thus, the research sample consisted of 60 employees of PT Global Lighting Indonesia.

The research procedure was carried out in stages from October 2025 to July 2026, starting with the preparation stage which includes the preparation and submission of research proposals, proposal seminars, and refinement of research materials, then continued with the preparation of research instruments and the collection of primary and secondary data. Primary data was obtained through field studies conducted by direct observation, guided free interviews, distribution of closed questionnaires, and documentation, while secondary data was obtained through literature studies sourced from theories, concepts, previous research results, books, scientific journals, research reports, and academic references related to the research. The collected data were then processed and analyzed through instrument validity and reliability testing, descriptive analysis, classical assumption tests, regression analysis, correlation coefficients, coefficients of determination, and hypothesis testing using t-tests and F-tests with the help of SPSS version 26, then the research concluded with the preparation of a research report.



Results and Discussion

Respondent Characteristics

Table 1. Respondent Characteristics Based on Gender

		Gender		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Man	34	56.7	56.7	56.7
	Woman	26	43.3	43.3	100.0
	Total	60	100.0	100.0	

Source: Processed data, 2026.

A total of 34 respondents or the equivalent of 56.7% were recorded as male, while the remainder, namely 26 people or 43.3%, were female as depicted in the data in the table above.

Table 2. Respondent Characteristics Based on Age

		Age		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	18-25 Years	13	21.7	21.7	21.7
	26-30 Years	21	35.0	35.0	56.7
	31-40 Years	14	23.3	23.3	80.0
	41-50 Years	8	13.3	13.3	93.3
	>50 Years	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

Source: Processed data, 2026.

The 18-25 age range was represented by 13 respondents, or 21.7%, while the 26-30 age range dominated with 21 respondents, or 35.0%. A total of 14 respondents, or 23.3%, were in the 31-40 age range, followed by 8 respondents, or 13.3%, in the 41-50 age range, and 4 respondents, or 6.7%, in the above table.

Table 3. Respondent Characteristics Based on Education

		Education		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	High School/Vocational School	8	13.3	13.3	13.3
	Diploma	10	16.7	16.7	30.0
	S1	38	63.3	63.3	93.3
	S2	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

Source: Processed data, 2026.

Eight respondents, or 13.3%, had a high school/vocational high school education, while 10 respondents, or 16.7%, had a diploma. The majority of respondents, 38 or 63.3%, had a bachelor's degree, followed by four respondents, or 6.7%, who had a master's degree, as illustrated in the table above.

Table 4. Respondent Characteristics Based on Length of Service

		Years of service		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	<1 Year	7	11.7	11.7	11.7
	2-5 Years	16	26.7	26.7	38.3
	6-10 Years	23	38.3	38.3	76.7
	>10 Years	14	23.3	23.3	100.0
	Total	60	100.0	100.0	

Source: Processed data, 2026.

Seven respondents, or 11.7%, had less than one year of service, while 16 respondents, or 26.7%, had 2-5 years of service. The majority of respondents, 23 respondents, or 38.3%, had 6-10 years of service, followed by 14 respondents, or 23.3%, with more than 10 years of service, as illustrated in the table above.



Descriptive Analysis of Variables

Table 5. Respondent Response Interval Table

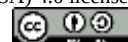
Scale Range	Description / Criteria	Abbreviated
1.00 – 1.80	Strongly Disagree / Strongly Disagree	STS / STB
1.81 – 2.60	Disagree / Not Good	TS / TB
2.61 – 3.40	Neutral / Not Good	N / KB
3.41 – 4.20	Agree / Good	S/B
4.21 – 5.00	Strongly Agree / Very Good	SS / SB

Source: Sugiyono (2024).

Referring to the categories in the table, respondents' answers to each statement item can be explained as follows:

Table 6. Respondents' Answers to Recruitment Variable (X1)

No	Statement	Answer Criteria					Total Variants	Number of Samples	MeanScore	Note
		SS	S	N	TS	STS				
		5	4	3	2	1				
1. Recruitment planning										
1	The company carries out recruitment planning according to existing workforce needs.	33	11	14	2	0	255	60	4.25	SB
2	Information regarding employee needs has been well planned before the recruitment process is carried out.	13	28	17	2	0	232	60	3.87	B
Amount		46	39	31	4	0	487	120	Average	
Percentage		76.7%	65.0%	51.7%	6.7%	0.0%	100%		4.06	B
2. Recruitment sources										
3	Companies utilize various sources to obtain qualified prospective employees.	19	27	13	1	0	244	60	4.07	B
4	The recruitment sources used by the company are able to reach applicants who match the job requirements.	15	25	19	1	0	234	60	3.90	B
Amount		34	52	32	2	0	478	120	Average	
Percentage		56.7%	86.7%	53.3%	3.3%	0.0%	100%		3.98	B
3. Recruitment methods										
5	The recruitment method used by the company makes it easier for prospective applicants to follow the recruitment process.	11	33	15	1	0	234	60	3.90	B



No	Statement	Answer Criteria					Total Variants	Number of Samples	MeanScore	Note
		SS	S	N	TS	STS				
		5	4	3	2	1				
6	The recruitment methods implemented by the company are effective in attracting competent applicants.	18	30	11	1	0	245	60	4.08	B
	Amount	29	63	26	2	0	479	120	Average	
	Percentage	24.2%	52.5%	21.7%	1.7%	0.0%	100%		3.99	B
4. Selection of prospective employees										
7	The selection process is carried out objectively based on the required qualifications.	18	23	18	1	0	238	60	3.97	B
8	The selection stages implemented by the company are able to identify qualified prospective employees.	14	32	12	2	0	238	60	3.97	B
	Amount	32	55	30	3	0	476	120	Average	
	Percentage	26.7%	45.8%	25.0%	2.5%	0.0%	100%		3.97	B
5. Evaluation of recruitment results										
9	The company evaluates the results of the recruitment that has been carried out	13	33	13	1	0	237	60	3.95	B
10	The results of the recruitment evaluation are used as a basis for improving the next recruitment process.	16	27	17	0	0	240	60	4.00	B
	Amount	29	60	30	1	0	477	120	Average	
	Percentage	24.2%	50.0%	25.0%	0.8%	0.0%	100%		3.98	B
	TOTAL	170	269	149	12	0	2397	600	Average	
	Percentage	28.3%	44.8%	24.8%	2.0%	0.0%	100%	Average	3.99	B

Source: Processed data, 2026

The results of the questionnaire distribution showed that the Recruitment variable (X1) obtained an average score of 3.99 with a good category. All indicators were in the good category, namely Recruitment Planning at 4.06, Recruitment Sources at 3.98, Recruitment Methods at 3.99, Selection of Prospective Employees at 3.97, and Evaluation of Recruitment Results at 3.98. The highest score was in statement item number 1 regarding recruitment planning according to workforce needs with a score of 4.25, which indicates that workforce needs planning had been carried out well and in a targeted manner. Meanwhile, the lowest score was in the Prospective Employee Selection indicator at 3.97, especially item number 7 regarding the objective selection process based on the required qualifications. Although still considered good, this selection aspect needs to be improved so that the assessment process is more consistent and transparent.



Table 7. Respondents' Answers to Job Training Variable (X2)

No	Statement	Answer Criteria					Total Variants	Number of Samples	MeanScore	Note
		SS	S	N	TS	STS				
		5	4	3	2	1				
1. Instructor										
1	The training instructor has good skills in delivering the material.	18	26	12	4	0	238	60	3.97	B
2	The training instructor was able to answer participants' questions clearly.	12	31	16	1	0	234	60	3.90	B
Amount		30	57	28	5	0	472	120	Average	
Percentage		25.0%	47.5%	23.3%	4.2%	0.0%	100%		3.93	B
2. Participant										
3	The training participants showed seriousness in participating in the training activities.	13	32	12	3	0	235	60	3.92	B
4	Training participants actively participate throughout the training process.	15	22	22	1	0	231	60	3.85	B
Amount		28	54	34	4	0	466	120	Average	
Percentage		23.3%	45.0%	28.3%	3.3%	0.0%	100%		3.88	B
3. Training Materials										
5	The training materials provided are in accordance with job requirements.	13	29	16	2	0	233	60	3.88	B
6	The training materials are easy to understand and can be applied in the workplace.	17	23	20	0	0	237	60	3.95	B
Amount		30	52	36	2	0	470	120	Average	
Percentage		25.0%	43.3%	30.0%	1.7%	0.0%	100%		3.92	B
4. Training Objectives										
7	The training objectives are clearly explained to participants before the training begins.	15	27	18	0	0	237	60	3.95	B
8	The training provided helps	12	31	17	0	0	235	60	3.92	B

No	Statement	Answer Criteria					Total Variants	Number of Samples	MeanScore	Note
		SS	S	N	TS	STS				
		5	4	3	2	1				
	achieve the goal of improving work skills.									
	Amount	27	58	35	0	0	472	120	Average	
	Percentage	22.5%	48.3%	29.2%	0.0%	0.0%	100%		3.93	B
5. Training Methods										
9	The training method used makes it easier for participants to understand the material.	11	34	15	0	0	236	60	3.93	B
10	The training methods applied are appropriate to the type of skills being taught.	15	26	17	2	0	234	60	3.90	B
	Amount	26	60	32	2	0	470	120	Average	
	Percentage	21.7%	50.0%	26.7%	1.7%	0.0%	100%		3.92	B
6. Training Objectives										
11	Training is provided to employees who truly need competency development.	13	29	18	0	0	235	60	3.92	B
12	The training targets implemented by the company are in accordance with the needs of the organization.	14	28	17	1	0	235	60	3.92	B
	Amount	27	57	35	1	0	470	120	Average	
	Percentage	22.5%	47.5%	29.2%	0.8%	0.0%	100%		3.92	B
TOTAL		168	338	200	14	0	2820	720	Average	
Percentage		23.3%	46.9%	27.8%	1.9%	0.0%	100%	Average	3.92	B

Source: Processed data, 2026

The results of the questionnaire distribution showed that the Job Training variable (X2) obtained an average score of 3.92 with a good category. All indicators were in the good category, namely Instructors at 3.93, Participants at 3.88, Training Materials at 3.92, Training Objectives at 3.93, Training Methods at 3.92, and Training Targets at 3.92. The highest score was found in the Instructor indicator, especially statement item number 1 regarding the instructor's ability to deliver the material with a score of 3.97, which indicates that the instructor was able to deliver the material well. Meanwhile, the lowest score was found in the Participant indicator at 3.88, especially statement item number 4 regarding participant activity during the training. Although still considered good, participant involvement needs to be increased so that interaction and application of the material during the training can run more optimally.

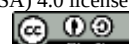
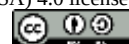


Table 8. Respondents' Answers to Employee Retention Variable (Y)

No	Statement	Answer Criteria					Total Variants	Number of Samples	MeanScore	Note
		SS	S	N	TS	STS				
		5	4	3	2	1				
1. Organizational Components										
1	I feel the values and culture of the organization align with my expectations.	1	47	12	0	0	229	60	3.82	B
2	The organization provides a work environment that supports employee comfort.	16	42	2	0	0	254	60	4.23	SB
Amount		17	89	14	0	0	483	120	Average	
Percentage		14.2%	74.2%	11.7%	0.0%	0.0%	100%		4.03	B
2. Career Opportunities										
3	The company provides clear opportunities for employee career development.	12	46	2	0	0	250	60	4.17	B
4	I have the opportunity to get a promotion in this company.	5	51	4	0	0	241	60	4.02	B
Amount		17	97	6	0	0	491	120	Average	
Percentage		14.2%	80.8%	5.0%	0.0%	0.0%	100%		4.09	B
3. Compensation										
5	The compensation I receive is commensurate with the workload I do.	0	42	18	0	0	222	60	3.70	B
6	The compensation system in this company is carried out fairly.	26	34	0	0	0	266	60	4.43	SB
Amount		26	76	18	0	0	488	120	Average	
Percentage		21.7%	63.3%	15.0%	0.0%	0.0%	100%		4.07	B
4. Job Design										
7	The work I do is in accordance with the abilities and skills I have.	1	31	28	0	0	213	60	3.55	B
8	My job duties and responsibilities are clearly explained by the company.	2	53	5	0	0	237	60	3.95	B
Amount		3	84	33	0	0	450	120	Average	
Percentage		5.0%	70.0%	27.5%	0.0%	0.0%	100%		3.75	B
5. Work relationship										
9	I have a good working	1	52	7	0	0	234	60	3.90	B



No	Statement	Answer Criteria					Total Variants	Number of Samples	MeanScore	Note
		SS	S	N	TS	STS				
		5	4	3	2	1				
	relationship with my colleagues in the company.									
10	My superiors provide good support in carrying out my work.	25	35	0	0	0	265	60	4.42	SB
	Amount	26	87	7	0	0	499	120	Average	
	Percentage	21.7%	72.5%	5.8%	0.0%	0.0%	100%		4.16	B
TOTAL		89	433	78	0	0	2411	600	Average	
Percentage		14.8%	72.2%	13.0%	0.0%	0.0%	100%	Average	4.02	B

Source: Processed data, 2026

The results of the questionnaire distribution showed that the Employee Retention (Y) variable obtained an average score of 4.02 with a good category. All indicators were in the good category, namely Organizational Components at 4.03, Career Opportunities at 4.09, Compensation at 4.07, Job Design at 3.75, and Work Relationships at 4.16. The highest score was found in the Work Relationship indicator, specifically statement item number 10 regarding superior support in carrying out work with a score of 4.42, which indicates that superior support and guidance have been running well so that employees feel supported and comfortable to stay in the company. Meanwhile, the lowest score was found in the Job Design indicator at 3.75, specifically statement item number 7 regarding the suitability of work with employee abilities and skills. Although still considered good, the suitability of tasks with employee skills needs to be improved so that employee comfort and desire to stay are stronger.

Table 9. Reliability Test Results
Reliability Statistics

Cronbach's Alpha	N of Items
.931	10
Reliability Statistics	
Cronbach's Alpha	N of Items
.929	12
Reliability Statistics	
Cronbach's Alpha	N of Items
.916	10

Source: Processed data, 2026.

The recruitment variable (X1) achieved a Cronbach's alpha value of 0.931, followed by job training (X2) at 0.929, and employee retention (Y) at 0.916, as illustrated by the observations in the table above. These three variables also achieved reliability, as their respective Cronbach's alpha values exceeded the 0.600 threshold.

Table 10. Results of the Validity Test of the Recruitment Variable (X1)

No	Questionnaire	r count	r table	Information
1	The company carries out recruitment planning according to existing workforce needs.	0.834	0.254	Valid
2	Information regarding employee needs has been well planned before the recruitment process is carried out.	0.755	0.254	Valid
3	Companies utilize various sources to obtain qualified prospective employees.	0.821	0.254	Valid
4	The recruitment sources used by the company are able to reach applicants who match the job requirements.	0.731	0.254	Valid
5	The recruitment method used by the company makes it easier for prospective applicants to follow the recruitment process.	0.752	0.254	Valid
6	The recruitment methods implemented by the company are effective in attracting competent applicants.	0.819	0.254	Valid



No	Questionnaire	r count	r table	Information
7	The selection process is carried out objectively based on the required qualifications.	0.815	0.254	Valid
8	The selection stages implemented by the company are able to identify qualified prospective employees.	0.825	0.254	Valid
9	The company evaluates the results of the recruitment that has been carried out	0.699	0.254	Valid
10	The results of the recruitment evaluation are used as a basis for improving the next recruitment process.	0.800	0.254	Valid

Source: Processed data, 2026.

The calculated r value exceeding the table r (0.254) was obtained by all questionnaire items on the recruitment variable (X1), as illustrated by the data in the table above. The suitability of all questionnaire items as research data can thus be ensured, considering the valid status attached to each item.

Table 11. Results of the Validity Test of the Job Training Variable (X2)

No	Questionnaire	r count	r table	Information
1	The training instructor has good skills in delivering the material.	0.811	0.254	Valid
2	The training instructor was able to answer participants' questions clearly.	0.695	0.254	Valid
3	The training participants showed seriousness in participating in the training activities.	0.753	0.254	Valid
4	Training participants actively participate during the training process.	0.646	0.254	Valid
5	The training materials provided are in accordance with job needs.	0.757	0.254	Valid
6	The training material is easy to understand and can be applied in work.	0.704	0.254	Valid
7	The training objectives are clearly explained to participants before the training begins.	0.752	0.254	Valid
8	The training provided helps achieve the goal of improving work skills.	0.781	0.254	Valid
9	The training method used makes it easier for participants to understand the material.	0.723	0.254	Valid
10	The training method applied is appropriate to the type of skills taught.	0.809	0.254	Valid
11	Training is provided to employees who really need competency development.	0.854	0.254	Valid
12	The training targets implemented by the company are in accordance with the needs of the organization.	0.739	0.254	Valid

Source: Processed data, 2026.

All questionnaire items in the job training variable (X2) obtained a calculated r value that exceeded the table r (0.254), as illustrated by the data in the table above. The valid status attached to each item also ensures the suitability of all questionnaire items as research data.

Table 12. Results of the Validity Test of the Employee Retention Variable (Y)

No	Questionnaire	r count	r table	Information
1	I feel the values and culture of the organization align with my expectations.	0.762	0.254	Valid
2	The organization provides a work environment that supports employee comfort.	0.822	0.254	Valid
3	The company provides clear opportunities for employee career development.	0.775	0.254	Valid
4	I have the opportunity to get a promotion in this company.	0.674	0.254	Valid
5	The compensation I receive is commensurate with the workload I do.	0.758	0.254	Valid
6	The compensation system in this company is carried out fairly.	0.800	0.254	Valid
7	The work I do is in accordance with the abilities and skills I have.	0.801	0.254	Valid
8	My job duties and responsibilities are clearly explained by the company.	0.695	0.254	Valid
9	I have a good working relationship with my colleagues in the company.	0.705	0.254	Valid
10	My superiors provide good support in carrying out my work.	0.766	0.254	Valid

Source: Processed data, 2026

The calculated r value exceeding the table r (0.254) was obtained by all questionnaire items on the employee retention variable (Y), as illustrated by the data in the table above. The suitability of all



questionnaire items as research data can thus be ensured, considering the valid status attached to each item.

Classical Assumption Testing

Table 13. Results of Normality Test with Kolmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	2.00470479
Most Extreme Differences	Absolute	.056
	Positive	.039
	Negative	-.056
Test Statistics		.056
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

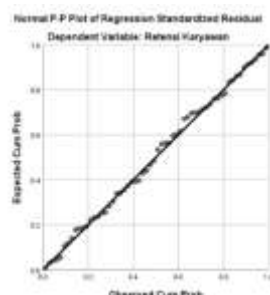
c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed data, 2026.

Based on the test results in the table above, a significance value of $0.200 > 0.050$ was obtained. Thus, the distribution assumption of the equation in this test is normal.

Normality tests can also be carried out using graphs. *probability plot* Where the residual variables can be detected by looking at the distribution of residual points following the direction of the diagonal line, and this is in accordance with the results of the distribution diagram processed with SPSS Version 26 as in the image below:



Source: Processed data, 2026.

Figure 1. PP Plot Graph of Normality Test Results

Based on the graphic image above, it can be seen that the graph is normal. *probability plot* shows a normal graphic pattern, as seen from the points that are spread around the diagonal line and their distribution follows the direction of the diagonal line. Thus, it can be concluded that the regression model meets the assumption of normality.

Table 14. Multicollinearity Test Results

		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	11,381	2,795		4,072	.000	
	Recruitment	.364	.045	.638	8,047	.000	.968
	Job Training	.306	.039	.622	7,842	.000	.968

a. Dependent Variable: Employee Retention

Source: Processed data, 2026

Based on the results of the multicollinearity test, the tolerance value obtained for the recruitment variable was 0.968 and the job training variable was 0.968, while the value *Variance Inflation Factor* The VIF for the recruitment variable is 1.033 and the job training variable is 1.033. Since the tolerance value is greater than 0.10 and the VIF value is less than 10, it can be concluded that there are no symptoms of multicollinearity in the regression model. This assumption is met, so the analysis can continue.

Table 15. Durbin-Watson Test Interpretation Guidelines

Criteria	Information
< 1,000	There is autocorrelation
1,100 – 1,550	Without conclusion
1,550 – 2,460	No autocorrelation
2,460 – 2,900	Without conclusion
>2,900	There is autocorrelation

Source: Algifari (2019:88)

The results of the autocorrelation test are as follows:

Table 16. Results of the Autocorrelation Test with Durbin-Watson
Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.808a	.653	.641	2.03957	2,003

a. Predictors: (Constant), Job Training, Recruitment

b. Dependent Variable: Employee Retention

Source: Processed data, 2026.

Based on the test results in the table above, this regression model does not have autocorrelation interference, this is proven by the value *Durbin-Watson* amounting to 2,003 which is between 1,550 – 2,460.

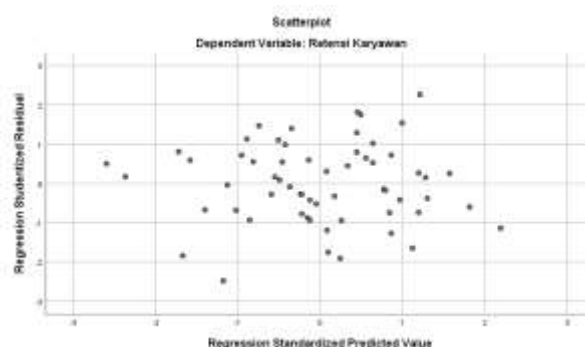
Table 17. Results of Heteroscedasticity Test Using Glejser Test
Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.968	1,605		.603	.549
	Recruitment	.009	.026	.044	.329	.743
	Job Training	.007	.022	.041	.303	.763

a. Dependent Variable: Abs_RES

Source: Processed data, 2026.

Based on the Glejser test results in the table above, the significance value for the recruitment variable is 0.743 and the job training variable is 0.763. Both values are greater than the 0.05 significance level, thus concluding that there are no symptoms of heteroscedasticity in the regression model. This means that the variance of the residual values between observations is constant, and this classical assumption is met.



Source: Processed data, 2026.

Figure 2. Scatter Plot Graph of Heteroscedasticity Test Results

Based on the results of the image above, the points in the scatterplot graph do not have a clear distribution pattern or form a specific pattern. Therefore, it is concluded that there is no heteroscedasticity in the regression model, making this regression model suitable for use as research data.

Quantitative Analysis

Table 18. Results of Simple Linear Regression Test of Recruitment Variable (X1) Against Employee Retention (Y)

		Coefficients ^a			
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t
		B		Beta	
1	(Constant)	28,260	2,549		11,084
	Recruitment	.300	.064	.527	4,729
					Sig.
					.000
					.000

a. Dependent Variable: Employee Retention

Source: Processed data, 2026.

Based on the test results in the table above, the regression equation $Y = 28.260 + 0.300X_1$ can be obtained. From the equation above, the following conclusions can be drawn:

- A. The constant value of 28,260 means that if the recruitment variable (X_1) does not exist or is zero, then the employee retention value (Y) is 28,260 points.
- B. The recruitment regression coefficient value (X_1) of 0.300 is positive, this shows that every one unit increase in the recruitment variable (X_1) will result in an increase in employee retention (Y) of 0.300 points.

Table 19. Results of Simple Linear Regression Test of Job Training Variable (X2) on Employee Retention (Y)

		Coefficients ^a			
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t
		B		Beta	
1	(Constant)	28,433	2,641		10,765
	Job Training	.250	.056	.508	4,496
					Sig.
					.000
					.000

a. Dependent Variable: Employee Retention

Source: Processed data, 2026.

Based on the test results in the table above, the regression equation $Y = 28.433 + 0.250X_2$ can be obtained. From the equation above, the following conclusions can be drawn:

- A. The constant value of 28.433 means that if the job training variable (X_2) does not exist or is no, then the employee retention value (Y) is 28.433 points.
- B. The regression coefficient value of job training (X_2) is 0.250, which is positive. This indicates that every one unit increase in the job training variable (X_2) will result in an increase in employee retention (Y) of 0.250 points.

Table 20. Results of Multiple Regression Test of Recruitment Variables (X1) and Job Training (X2) on Employee Retention (Y)

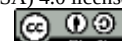
		Coefficients ^a			
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t
		B		Beta	
1	(Constant)	11,381	2,795		4,072
	Recruitment	.364	.045	.638	8,047
	Job Training	.306	.039	.622	7,842
					Sig.
					.000
					.000
					.000

a. Dependent Variable: Employee Retention

Source: Processed Data, 2026.

Based on the test results in the table above, the regression equation $Y = 11.381 + 0.364X_1 + 0.306X_2$ can be obtained. From the equation above, the following conclusions can be drawn:

- A. The constant value of 11.381 means that if the recruitment variables (X_1) and job training (X_2) have a value of zero or do not change, then the employee retention rate (Y) is estimated to be 11.381 points.
- B. The recruitment regression coefficient value (X_1) of 0.364 is positive, this shows that every one unit increase in the recruitment variable (X_1) assuming other variables remain constant, will increase employee retention (Y) by 0.364 points.



- C. The regression coefficient value of job training (X2) is 0.306, which is positive. This shows that every one unit increase in the job training variable (X2), assuming other variables remain constant, will increase employee retention (Y) by 0.306 points.

Table 21. Correlation Coefficient Interpretation Guidelines

Correlation Coefficient Value Interval	Relationship Level
0.000 to 0.199	Very Beautiful
0.200 to 0.399	Beautiful
0.400 to 0.599	See field
0.600 to 0.799	Strong
0.800 to 1,000	Very strong

Source: Sugiyono (2020:184).

Table 22. Results of the Pearson Correlation Coefficient Test Between Recruitment (X1) and Employee Retention (Y)
Correlations

		Recruitment	Employee Retention
Recruitment	Pearson Correlation	1	.527**
	Sig. (2-tailed)		.000
	N	60	60
Employee Retention	Pearson Correlation	.527**	1
	Sig. (2-tailed)	.000	
	N	60	60

**, Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data, 2026.

Based on the test results in the table above, a correlation coefficient value of 0.527 was obtained. This value falls within the range of 0.400 - 0.599, indicating a moderate level of correlation. A significance value of 0.000 < 0.01 indicates a positive and significant relationship between recruitment and employee retention. This means that the better the recruitment system implemented, the higher the employee retention rate.

Table 23. Results of the Pearson Correlation Coefficient Test Between Job Training (X2) and Employee Retention (Y)
Correlations

		Job Training	Employee Retention
Job Training	Pearson Correlation	1	.508**
	Sig. (2-tailed)		.000
	N	60	60
Employee Retention	Pearson Correlation	.508**	1
	Sig. (2-tailed)	.000	
	N	60	60

**, Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data, 2026

Based on the test results in the table above, a correlation coefficient value of 0.508 was obtained. This value falls within the range of 0.400–0.599, indicating a moderate level of correlation. A significance value of 0.000 < 0.01 indicates a positive and significant relationship between job training (X2) and employee retention (Y). The better the quality of job training provided, the higher the employee retention rate.

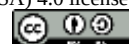


Table 24. Results of the Multiple Correlation Coefficient Test of Recruitment (X1) and Job Training (X2) on Employee Retention (Y)

Model Summary									
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.808a	.653	.641	2,040	.653	53,592	2	57	.000

Predictors: (Constant), Job Training, Recruitment

Source: Processed data, 2026.

Based on the table above, the multiple correlation coefficient value $R = 0.808$ was obtained, which indicates a very strong relationship between recruitment and job training with employee retention. The R^2 value = 0.653 means that 65.3% of the variation in employee retention can be explained by these two variables, while the remaining 34.7% is influenced by other factors. A significance value of $0.000 < 0.05$ proves the regression model is feasible and significant.

Table 25. Results of the Simple Regression Coefficient of Determination Test of Recruitment (X1) Against Employee Retention (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.527a	.278		2.91530

Predictors: (Constant), Recruitment

Source: Processed data, 2026.

Based on the test results in the table above, a coefficient of determination of 0.278 was obtained. This indicates that the recruitment variable (X1) individually can explain 27.8% of the variation in the employee retention rate (Y), while the remaining 72.2% is influenced by other factors outside the study. This indicates that the recruitment variable has a positive and significant influence on employee retention, although the magnitude of the influence is classified as moderate.

Table 26. Results of the Simple Regression Coefficient of Determination Test of Job Training (X2) on Employee Retention (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.508a	.258		2.95508

a. Predictors: (Constant), Job Training

Source: Processed data, 2026.

Based on the test results in the table above, a coefficient of determination of 0.258 was obtained. This indicates that the job training variable (X2) individually is able to explain 25.8% of the variation in the employee retention rate (Y), while the remaining 74.2% is influenced by other factors outside the study. This indicates that job training has a positive and significant influence on employee retention, although the magnitude of the influence is classified as moderate.

Table 27. Results of the Multiple Determination Coefficient Test of Recruitment (X1) and Job Training (X2) on Employee Retention (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.808a	.653	.641	2.03957

a. Predictors: (Constant), Job Training, Recruitment

Source: Processed data, 2026

Based on the test results in the table above, the multiple determination coefficient value was obtained at 0.653. This indicates that the recruitment variables (X1) and job training (X2) together are able to explain 65.3% of the variation in employee retention, while the remaining 34.7% is influenced by other factors outside the study. The relationship between the two is classified as very strong and has a significant effect on employee retention.



Hypothesis Test Results

Table 28. Results of Hypothesis Test (t-Test) of Recruitment Variable (X1) on Employee Retention (Y)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,260	2,549		11,084	.000
	Recruitment	.300	.064	.527	4,729	.000

Dependent Variable: Employee Retention

Source: Processed data, 2026.

Based on the test results in the table above, the calculated t value is obtained $> t$ table or $(4.729 > 2.002)$. This is also supported by a significance value < 0.05 or $(0.000 < 0.05)$. Thus, H_0 is rejected and H_1 is accepted, this indicates that there is a positive and significant influence between recruitment and employee retention at PT Global Lighting Indonesia.

Table 29. Results of Hypothesis Test (t-Test) of Job Training Variable (X2) on Employee Retention (Y)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,433	2,641		10,765	.000
	Job Training	.250	.056	.508	4,496	.000

a. Dependent Variable: Employee Retention

Source: Processed data, 2026.

Based on the test results in the table above, the calculated t value is obtained $> t$ table or $(4.496 > 2.002)$. This is also supported by a significance value < 0.05 or $(0.000 < 0.05)$. Thus, H_0 is rejected and H_2 is accepted, this indicates that there is a positive and significant influence between job training on employee retention at PT Global Lighting Indonesia.

Table 30. Results of Simultaneous Hypothesis Testing (F Test) of Recruitment (X1) and Job Training (X2) on Employee Retention (Y)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	445,872	2	222,936	53,592	.000b
	Residual	237,112	57	4,160		
	Total	682,983	59			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Job Training, Recruitment

Source: Processed data, 2026.

Based on the test results in the table above, the calculated F value is greater than the F table value, or $(53.592 > 3.160)$. This is further supported by a significance value of < 0.05 , or $(0.000 < 0.05)$. Therefore, H_0 is rejected and H_3 is accepted.

This means that recruitment (X1) and job training (X2) together have a positive and significant influence on employee retention (Y) at PT Global Lighting Indonesia.

Discussion of Research Results

Descriptive Discussion

a. Conditions of Respondents' Answers to Recruitment Variables

Based on the results of the questionnaire distribution of 10 statement items, the Recruitment variable (X1) obtained an average score of 3.99 with a good category. All items are in the good category, with the highest score in item number 1 regarding recruitment planning according to



workforce needs at 4.25 which is included in the very good category. These results indicate that the company has carried out good workforce needs planning so that the recruitment process can be carried out in a directed manner. Meanwhile, the lowest score was in item number 2 regarding employee needs information planning before the recruitment process with a score of 3.87 which is still included in the good category. This condition indicates that employee needs information planning still needs to be improved so that the recruitment process becomes more effective. Other items, namely the utilization of recruitment sources, applicant accessibility, recruitment methods, selection objectivity, the ability to identify quality candidates, recruitment evaluation, and utilization of evaluation results, all obtained scores in the good category.

b. The Effect of Recruitment (X1) on Employee Retention (Y)

Based on the analysis results, the regression equation $Y = 28.260 + 0.300X_1$ was obtained with a correlation coefficient of 0.527 which indicates a moderate relationship between recruitment and employee retention. The coefficient of determination value of 0.278 indicates that recruitment contributes 27.8% to employee retention, while 72.2% is influenced by other factors. The results of the hypothesis test show a calculated t value of $4.729 > t_{table} 2.002$, so H_0 is rejected and H_1 is accepted. Thus, recruitment has a positive and significant effect on employee retention at PT Global Lighting Indonesia. These results support the research of Fitria et al. (2025) which shows that recruitment strategies based on value compatibility, realistic job previews, and the use of technology can increase the intention to stay and reduce turnover intention, with the influence of recruitment on retention of $\beta = 0.624$.

Conditions of Respondents' Answers to Job Training Variables

Based on the results of the questionnaire distribution of 12 statement items, the Job Training variable (X_2) obtained an average score of 3.92 with a good category. All items are in the good category, with the highest score in item number 1 regarding the instructor's ability to deliver the material at 3.97. This indicates that the instructor is able to deliver the material well so that participants can understand the training material. Meanwhile, the lowest score was in item number 4 regarding participant activeness during the training at 3.85 which is still in the good category. This condition indicates that participant involvement is good, but still needs to be improved so that the training objectives can be achieved optimally. Other items related to the instructor's ability to answer questions, participant seriousness, suitability and ease of material, clarity of objectives, training methods, and training targets also received scores in the good category.

The Effect of Job Training (X2) on Employee Retention (Y)

Based on the analysis results, the regression equation $Y = 28.433 + 0.250X_2$ was obtained with a correlation coefficient of 0.508 which indicates a moderate relationship between job training and employee retention. The coefficient of determination value of 0.258 indicates that job training contributes 25.8% to employee retention, while 74.2% is influenced by other factors. The results of the hypothesis test show a calculated t value of $4.496 > t_{table} 2.002$, so H_0 is rejected and H_2 is accepted. Thus, job training has a positive and significant effect on employee retention at PT Global Lighting Indonesia. The results of this study support the research of Hanifah et al. (2024) which shows that training and development have a positive and significant effect on employee retention, with a value of $R^2 = 0.510$, calculated $t = 6.324 > t_{table} = 1.984$, and a significance of $0.000 < 0.05$.

Conditions of Respondents' Answers to Employee Retention Variables

Based on the results of the questionnaire distribution of 10 statement items, the Employee Retention (Y) variable obtained an average score of 4.02 with a good category. All items are in the good category. The highest score was in item number 6 regarding the fair compensation system with a score of 4.43, which indicates that employees assess the company's compensation system has been implemented fairly. Meanwhile, the lowest score was in item number 7 regarding the suitability of jobs with employee abilities and skills at 3.55 which is still in the good category. This indicates the need to improve the suitability of job placements with employee competencies so that retention can continue to be improved. Other items related to the suitability of organizational culture, comfort of the work



environment, career opportunities, promotions, compensation suitability, task clarity, work relationships, and superior support obtained scores in the good category.

The Effect of Recruitment (X1) and Job Training (X2) on Employee Retention (Y)

Based on the research results, recruitment (X1) and job training (X2) simultaneously have a significant effect on employee retention (Y), with the regression equation $Y = 11.381 + 0.364X1 + 0.306X2$. The correlation coefficient value of 0.808 indicates a strong relationship between the two independent variables and employee retention. The coefficient of determination value of 65.3% indicates that recruitment and job training together are able to explain variations in employee retention by 65.3%, while 34.7% is influenced by other factors. The F test results show $F_{\text{count}} 53.592 > F_{\text{table}} 3.160$, so H_0 is rejected and H_3 is accepted. Thus, recruitment and job training have a significant effect simultaneously on employee retention at PT Global Lighting Indonesia. These results support the research of Febriana and Zulkarnain (2026) which shows that HR training and recruitment management simultaneously have a positive and significant effect on employee retention with an R^2 value of 0.667.

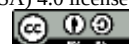
Conclusion

This study shows that recruitment and job training play a significant role in increasing employee retention at PT Global Lighting Indonesia. Partially, recruitment has a positive and significant effect on employee retention with a contribution of 27.8%, while job training has a positive and significant effect with a contribution of 25.8%. Simultaneously, both variables have a significant effect on employee retention with a contribution of 65.3% and a strong relationship. Descriptive findings also indicate that recruitment, job training, and employee retention are in a good category. However, there are still aspects that need attention, especially employee needs information planning, training participant engagement, and job suitability with employee abilities and skills.

The limitations of this study lie in the scope of the objects and variables used, resulting in 34.7% of the variation in employee retention being influenced by factors outside the research model. Therefore, further research is recommended to expand the object and add other variables related to employee retention. Practically, PT Global Lighting Indonesia needs to improve its workforce needs information planning, encourage active employee participation in training, and pay attention to the suitability of job placements to employee competencies. These efforts are expected to strengthen employee retention and support the sustainability of the company's workforce.

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