

## The Effect of Work Atmosphere and Job Training on Employee Retention: A Test on Multigroup Moderated Mediation Effect

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### ABSTRACT

*This research evaluates how the work atmosphere and job training influence employee retention in the restaurant sector in Malang City, with job satisfaction as a mediator and intrinsic motivation as a moderator. Adopting a quantitative explanatory design, the study employs the SEM-PLS analysis technique via SmartPLS 4. Primary data were gathered through questionnaires distributed to 149 employees chosen using a proportional stratified random sampling method. The findings indicate that the work atmosphere does not significantly affect employee retention, whereas job training does. Furthermore, job satisfaction serves as a mediator linking both work atmosphere and training to employee retention. Conversely, intrinsic motivation did not moderate the relationship between training and retention. Consequently, the study highlights the need to foster a supportive work environment, implement practical training, and boost job satisfaction to enhance staff retention in the restaurant service industry.*



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## INTRODUCTION

Employees are the most important asset in an organization because they possess the intellectual capacity, talent, physical abilities, emotions, and creativity that companies desperately need (Mangkunegara, 2009). Employees play a key role in managing company resources, determining organizational success and enhancing long-term competitive advantage (Rodríguez et al., 2022). Therefore, companies must implement optimal human resource management. Hasibuan (2017) explains that management is a discipline that focuses on management connections, work, and various aspects of employment, enabling the company to reach its objectives more effectively. Through proper HR management, company targets can be achieved more efficiently by implementing a series of carefully designed activities. For optimizing employee performance (Bunga et al., 2023). Human resource management carried out

with Good enables the organization to achieve its set targets, generating resources for people in harmony with the company's strategy and needs.

Employees who derive satisfaction from their work generally opt to remain with the organization. Retention of employees is a series of strategies implemented by the company to maintain its power and ensure Work quality continues to contribute in the long term (Sugiyanto & Sutianingsih, 2023). A successful organization creates an atmosphere that is supportive of work, capable of increasing employee motivation, and ultimately makes employees feel comfortable while carrying out their jobs (Panggabean et al., 2023). An atmosphere conducive to work is strengthened by effective communication, interpersonal harmony, constructive guidance and direction from leadership (Wibowo, 2025).

Aulia et al. (2025) stated that a work atmosphere has a meaningful and targeted effect on workforce stability. These results align with another study (Adinda et al., 2025), which stated that working conditions also have a strong and substantial impact on retaining personnel. In Contrast, research (Saputra & Riana, 2021) indicates the opposite result, suggesting that the organizational climate fails to exert a significant effect on a company's ability to retain employees. Less harmonious relationships between employees trigger this situation. In this case, staff who perceive that their efforts are unacknowledged and that they do not receive opportunities for skill development at the company generally choose to pursue job opportunities in other organizations (Prakash et al., 2025). Additionally, practical training can help retain employees (Mampuru et al., 2024).

An organization that successfully implements an effective job training program can improve the quality of its workforce (Nelson & Viona, 2024). When employees have the opportunity to develop new competencies, they become more capable of responding to various job demands and make greater contributions (Millena & Donal Mon, 2022). The implementation of an effective training program can develop employee competencies and align employee development with organizational goals (Saleh & Azimi, 2025). Training effectiveness is measured by the trainer's success in delivering the material and the participant's ability to apply the knowledge and skills they have acquired (Omer, 2021). In this context, effective training initiatives must include factors that drive intrinsic motivation, such as recognition of work achievements and career development opportunities (Gunawan & Rizky, 2024).

Research conducted by Abdullahi & Jarma (2023) demonstrated that professional development initiatives exert a beneficial and substantial effect on personnel stability. Through systematically designed training, employees have the opportunity to hone their skills, build self-confidence, and strengthen their commitment to the organization (Shiri et al., 2023). However, training effectiveness does not always follow a linear pattern, as employee participation in training is significantly influenced by each individual's level of intrinsic motivation. The balance between employees' intrinsic motivation and employee development activities is crucial to maintaining employee participation in the company's development process (Erfan & Bakri, 2025). This motivation not only enhances work performance but also expands employees' ongoing contributions, allowing them to derive satisfaction from their work (Setioko et al., 2024). Marjerison et al. (2025) showed that intrinsic motivation moderates the relationship between

perceived training opportunities and employee retention. So, internal drive exerts a powerful, beneficial effect on work contentment. In this context, internal motivation is also instrumental in fostering staff's willingness to remain with the company (Tyagi & Verma, 2025).

Employees who are satisfied with the tasks they perform generally have a stronger commitment to the organization. This creates an internal drive that strengthens employees' long-term engagement with the Company (Pandya, 2024). According to Sutrisno (2017) and Waskito & Putri (2022), job satisfaction is an individual's psychological state within a work context that reflects the employee's level of comfort or discomfort with their work. If more aspects of the job align with employee expectations, the resulting level of satisfaction will increase. Conversely, when only a few aspects of the job meet personal expectations, the level of perceived satisfaction decreases (Tarigan, 2021). A study by Ishak & Pratama (2021) demonstrates that work contentment exerts a substantial beneficial effect on organizational retention capabilities. This observation is consistent with (Htun, 2022), whose study illustrates the strong constructive correlation connecting work fulfilment and workforce stability, indicating that staff gratification acts as a pivotal element in preserving the workforce within a company.

Primaharanti & Sarah (2023), Sumanti & Firmansyah (2021) stated that work atmosphere significantly influences job satisfaction. The study stated that companies that can create a positive work atmosphere will increase job satisfaction and impact employee productivity. Tashobya et al. (2022) found a significant relationship between job training and job satisfaction. Ishak & Pratama, (2021) stated that job satisfaction had a positive influence on employee retention Several previous indicated the presence of other factors that play a role in mediating the influence of these two variables on employees' decisions to stay with the company. In this case, job satisfaction serves as a mediating variable that explains how these two factors can increase employee retention.

Restaurants in Malang regularly hold training sessions for both new and existing employees at least once a month. Several types of training are provided, including self-leadership, discipline, problem-solving, coaching, and mentoring. However, some employees remain less enthusiastic about participating in training sessions due to a lack of openness to change, as well as concerns about the location and duration of the training, leading to passive participation. This aligns with the employee retention rate, which still needs improvement. Therefore, optimizing training is expected to strengthen employees' desire to stay.

Based on this background, inconsistencies remain in research findings regarding the various factors that influence employee retention. The implementation of this research is relevant considering the still-existing discrepancies in findings from previous studies and the lack of research that links work atmosphere, job training, job satisfaction, employee retention, and intrinsic motivation explicitly within a single research framework. The primary objective of this inquiry is to examine how organizational climate and professional development influence staff retention, specifically how job satisfaction bridges the influence of workplace environment and training on retention rates. Furthermore, it assesses internal drive as a moderator of the effects of training programs on keeping employees. The outcomes of this research will strengthen the

theory and practice of HR management strategies, and serve as guidelines for organisations in developing policies that support the comfort, satisfaction, and sustainability of the workforce.

## RESEARCH METHODS

This research applies Self-Determination Theory (SDT), which serves as the conceptual basis introduced by Edward Deci and Ryan (2000). This framework highlights the significance of intrinsic motivation in individuals. The theory examines human personality and motivation, discussing how individuals interact with and depend on their social environment. Humans can be proactive or passive. This is primarily influenced by the social conditions in which they develop. Self-determination theory emphasises conditions that support an individual's self-motivation. Humans are inherently curious, passionate, and intrinsically motivated. At their best, they are proactive and inspired, striving to continuously gain knowledge, improve their capacity, acquire new skills, and utilise their potential responsibly. Human character can be active or passive, motivated or indolent, demonstrating that human nature is not only biologically innate but also influenced by social environmental factors (Deci & Ryan, 2000).

The work atmosphere refers to conditions related to workplace characteristics affecting employee behaviour and attitudes (Rachmawati & Ekowati, 2025). A positive, productive work environment fosters a comfortable, harmonious relationship between superiors and subordinates. According to Aodton (2021), a healthy work environment creates a conducive climate that enhances employee satisfaction, thereby increasing employee engagement. Factors such as effective communication, coworker support, and positive relationships with superiors can significantly impact employee retention (Othman et al., 2022). A positive work environment can not only strengthen employee loyalty and commitment to the institution but also impact sustainable performance improvement (Effendi & Afriyeni, 2025). A supportive work environment can create congruence between individual and organisational values (individual-organisational alignment), thereby strengthening the workforce's intent to remain employed (Yusliza et al., 2021).

H 1: *Work atmosphere* is influential to employee retention

Training is the company's support for its employees to enhance their potential, enabling them to deliver good performance for the company and improve employee productivity at work (Hanifah et al., 2024). This demonstrates that through activity training, the company can enhance its employees' skills, leading to increased motivation and improved work effectiveness (Wijaya & Iskandar, 2024). A company's training system can broaden employees' horizons and enhance their work skills if the training materials are aligned with their positions and duties (Urbani et al., 2023). Training can help employees develop their work skills, foster self-confidence, and strengthen their commitment to the organisation, thereby increasing employee retention (Nurmalitasari, 2021).

H2: Job training has an impact on employee retention.

A conducive work atmosphere serves a vital function in bolstering staff stability through increasing employee satisfaction and comfort at work (Khosiah et al., 2023). An optimal, safe, and nurturing organisational climate can motivate employees to work more effectively and foster feelings of satisfaction and attachment to the organisation they work for. An enabling professional atmosphere not only creates a sense of comfort for personnel but can also improve social relationships among employees and reduce psychological stress, thereby lowering work morale. Harmonious relationships among employees can create a pleasant and comfortable work atmosphere (Farida et al., 2021). A pleasant work environment makes employees feel appreciated and fosters loyalty, encouraging them to stay with the Company (Wibowo, 2025).

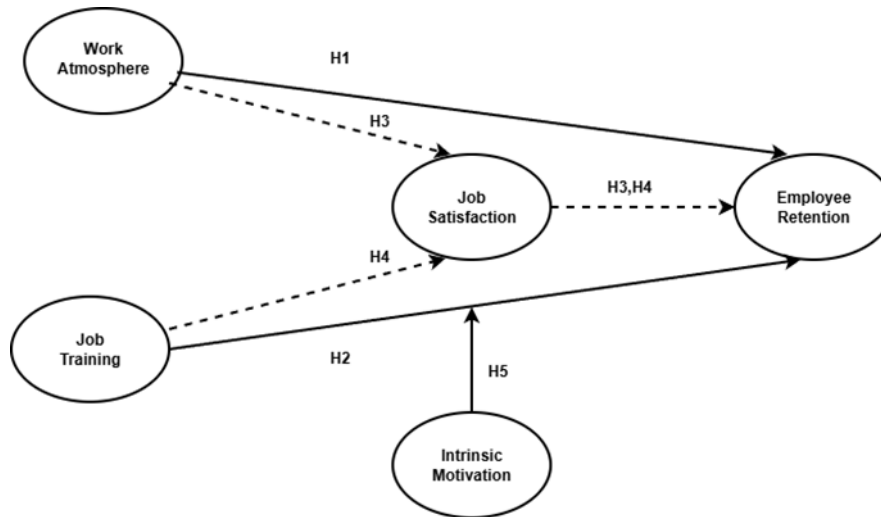
H3: Job satisfaction can mediate the relationship between work atmosphere and employee retention.

Well-planned training can improve employee performance, increase competency, and boost employee confidence in their work by making them feel recognised and appreciated for the role they play in the organisation (Tibyana et al., 2025). High levels of employee satisfaction can foster a sense of comfort and fairness, creating an emotional bond with the organisation that can motivate employees to stay longer (Hulu et al., 2024). Continuous training programs will also drastically impact employee performance growth (Sukma & Anjaningrum, 2022). In this regard, a consistent training program is influential in maintaining workforce stability, given that it enhances job satisfaction. Training from experience makes work more meaningful and enhances employee satisfaction with their job.

H4: Job satisfaction can mediate the relationship between job training and employee retention

Internal drive plays a pivotal role in maximising the effectiveness of development programs, as personnel with higher self-motivation are more likely to remain committed to continuously developing their capacity and maintaining the quality of their performance after participating in a training program (Kurniawan et al., 2023). Intrinsic motivation influences the relationship between the learning process and work commitment, with individuals with high levels of motivation demonstrating greater involvement and loyalty towards the firm (Nguyen et al., 2022). Intrinsic motivation can increase emotional attachment and individual satisfaction with their work, which, in turn, will amplify the constructive impact of skill development regarding staff's desire to stay with the company. Thus, the higher an individual's intrinsic motivation, the greater their tendency to demonstrate consistent, strongly oriented behaviour in pursuit of predetermined goals (Novianti & Ramli, 2024).

H5: Intrinsic motivation can moderate the effect of job training on employee retention.



**Figure 1. Hypothesis Model**

Source: Processed data author (2025)

The method used in this study is quantitative, using data acquired directly from respondents, as primary data. The research approach is explanatory, aiming to elucidate the relationship between variables, whether direct or indirect, and moderation effect (Marasabessy et al. 2025). The study focuses on The study population comprised 247 restaurant employees in Malang. Regarding sample selection, the study used stratified random sampling technique, ensure that every population segment is represented proportionally. Sampling was conducted using the Slovin formula, with an accuracy level or tolerance limit of 5%, resulting in a sample size of 149 respondents.

The measurement scale in this study uses the Likert assessment scale through criteria ranging from strongly agree to strongly disagreement. Atmosphere of work, refer to William (2023), Robbins and Judge (2015) with indicators practising honest and transparent communication, fostering a culture that encourages the confession of achievements, prioritizing the mental and physical health of employees, adopting a supportive leadership style, and promoting collaboration within a cohesive team. Job training refer to Dessler (2016), Rivai & Segala (2011), with indicators: instructors, training materials, training methods, and training objectives. According to Mathis and Jackson (2019), Risa & Endratno (2023), employee retention include organizational elements, career development opportunities, appreciation systems, job design and task distribution, and the quality of relationships among employees. Robbins & Judge (2015) and Luthans (2011), stated that there are five key indicators of job satisfaction, encompassing aspects of work, compensation, career development opportunities, supervision, and relationships with coworkers. Deci & Ryan (2018), Nawawi (2011) several indicators can be used to measure intrinsic motivation, including pleasure in work, challenges, self-development, sense of responsibility, personal satisfaction, and the meaning of work.

This study uses SmartPLS version 4. In addition, the PLS was used since the offered indicators did not fit the reflective measurement model (Marasabessy et al. 2025). The analytical

procedures comprise the measurement model evaluation, conducted to verify the validity and reliability of the construct. Loading factors greater than 0.7 are highly recommended; however, loading factor values greater than 0.50 are considered sufficient (Solimun et al., 2017). Validity is established when the AVE exceeds 0.5, while reliability is confirmed when the CR and Cronbach's alpha exceed of 0.7. The structural model is evaluated to determine correlations among latent constructs by analyzing the R-squared value. The assessment process involved examining the path coefficient, t-statistic, and p-value using the bootstrapping method in SmartPLS. The path coefficient indicates the nature and strength of the influence between variables. Concurrently, hypothesis testing relies on the t-statistic ( $> 1.96$ ) and the p-value ( $< 0.05$ ) at the 5% significance level (Hair et al., 2017). The findings from this analysis help interpret how each variable in this inquiry affects employee retention.

## RESULTS AND DISCUSSION

### Descriptive Analysis

The description of respondent characteristics aims to outline respondents' responses to questions on gender, age, length of service, unit or department, and highest level of education. The number of respondents from restaurants in Malang City was 149 employees.

**Tabel 1. Respondent Characteristics**

| Characteristics         | Amount     | Percentage  |
|-------------------------|------------|-------------|
| <b>Age</b>              |            |             |
| 17-26                   | 97         | 65%         |
| 27-36                   | 50         | 34%         |
| 37-46                   | 2          | 1%          |
| <b>Amount</b>           | <b>149</b> | <b>100%</b> |
| <b>Gender</b>           |            |             |
| Male                    | 95         | 64%         |
| Female                  | 54         | 36%         |
| <b>Amount</b>           | <b>149</b> | <b>100%</b> |
| <b>Job Position</b>     |            |             |
| General Manager         | 1          | 1%          |
| Human Resources         | 1          | 1%          |
| Manager                 | 3          | 2%          |
| Accounting              | 1          | 1%          |
| Supervisor              | 3          | 2%          |
| Restaurant warehouse    | 1          | 1%          |
| Kitchen                 | 63         | 42%         |
| Administration          | 7          | 5%          |
| Service                 | 69         | 46%         |
| <b>Amount</b>           | <b>149</b> | <b>100%</b> |
| <b>Years of Service</b> |            |             |
| < 1 Years               | 50         | 34%         |
| 1-3 Years               | 51         | 34%         |
| 4-6 Years               | 25         | 17%         |
| > 6 Years               | 23         | 15%         |
| <b>Amount</b>           | <b>149</b> | <b>100%</b> |

Source: Processed data, 2025

In the data presented above, the age distribution shows that the majority of respondents are in the 17-26 age range. There were 97 employees (65%), 50 employees (34%) aged between 27 and 36, and 2 employees (1%) aged between 37 and 46. This indicates that the majority of employees in Malang City Restaurants are between 17 and 26 years old. Therefore, restaurants in Malang City require younger employees rather than more mature employees.

Based on gender characteristics, 95 employees (64%) were male respondents, and 53 employees (36%) were female respondents. From these data, it can be concluded that the majority of employees in restaurants in Malang City are male.

Respondent characteristics based on job position, it can be seen that respondents at the general manager level numbered one employee (1%), the human resources department numbered one employee (1%), at the manager level numbered three employee respondents (2%), the accounting department numbered one employee (1%), at the supervisor level numbered three respondents (2%), the restaurant warehouse department numbered one employee respondent (1%), the kitchen department numbered 63 employee respondents (42%), the admin department numbered seven employee respondents (5%), and the service department numbered 69 employee respondents (46%).

Regarding the characteristics of the work period, it can be explained that respondents with a work period of less than 1 year numbered 50 employees (34%). Respondents with a work period of between 1-3 years numbered 51 employees (34%), while respondents with a work period of between 4-6 years numbered 25 employees (17%), and respondents with a work period of more than 6 years numbered 23 employees (15%). This shows that the majority of employees' work periods in restaurants in Malang City are 1-3 years.

### Convergent Validity

Convergent validity testing in this inquiry yields outer loadings ranging from 0.5 to 0.7, which is considered appropriate for use in explanatory studies (Solimun et al., 2017). Furthermore, the AVE score must exceed 0.5, in accordance with the criteria established by Ghazali & Latan (2020).

**Table 2. Convergent Validity**

| Variable        | Item               | Value | Information |
|-----------------|--------------------|-------|-------------|
| Work Atmosphere | Clarity            |       |             |
|                 | Information X1.1   | 0.766 | Valid       |
|                 | Feedback X1.2      | 0.751 | Valid       |
|                 | Socialization X1.3 | 0.812 | Valid       |
|                 | Appreciation X1.4  | 0.764 | Valid       |
|                 | Feedback X1.5      | 0.784 | Valid       |
|                 | Counseling X1.6    | 0.823 | Valid       |
|                 | Medical Check Up   |       |             |
|                 | X1.7               | 0.812 | Valid       |
| Ease Of Access  |                    |       |             |
| X1.8            | 0.794              | Valid |             |

|                    |                    |       |       |
|--------------------|--------------------|-------|-------|
|                    | Coaching X1.9      | 0.726 | Valid |
|                    | Leadership         |       |       |
|                    | Directives X1.10   | 0.755 | Valid |
|                    | Trust X1.11        | 0.734 | Valid |
|                    | Empathy X1.12      | 0.802 | Valid |
|                    | Support X1.13      | 0.794 | Valid |
|                    | Knowledge          |       |       |
|                    | Sharing X1.14      | 0.715 | Valid |
|                    | Coordination       |       |       |
|                    | X1.15              | 0.722 | Valid |
| Job Training       | Mastery Of The     |       |       |
|                    | Material X2.1      | 0.779 | Valid |
|                    | Experience X2.2    | 0.755 | Valid |
|                    | Ability X2.3       | 0.748 | Valid |
|                    | Communication      |       |       |
|                    | Skills X2.4        | 0.671 | Valid |
|                    | Relevant Material  |       |       |
|                    | Up To Date         |       |       |
|                    | Material X2.5      | 0.749 | Valid |
|                    | Case Study X2.6    | 0.828 | Valid |
|                    | Practice X2.7      | 0,37  | Valid |
|                    | On The Job         |       |       |
|                    | Training X2.8      | 0.864 | Valid |
|                    | Clear Goals X2.9   | 0.869 | Valid |
|                    | Action Plan X2.10  | 0.849 | Valid |
|                    | Measurable         |       |       |
|                    | Competencies       |       |       |
|                    | X2.11              | 0.876 | Valid |
| Employee Retention | Compatibility Of   |       |       |
|                    | Values And         |       |       |
|                    | Culture Y1.1       | 0.790 | Valid |
|                    | Understanding      |       |       |
|                    | The Vision And     |       |       |
|                    | Mission Y1.2       | 0.759 | Valid |
|                    | Proud Of The       |       |       |
|                    | Organization Y1.3  | 0.804 | Valid |
|                    | Promotion Y1.4     | 0.788 | Valid |
|                    | Employee           |       |       |
|                    | Development        |       |       |
|                    | Opportunities      |       |       |
|                    | Y1.5               | 0.877 | Valid |
|                    | Career Path Y1.6   | 0.816 | Valid |
|                    | Salary Y1.7        | 0.863 | Valid |
|                    | Bonuses Y1.8       | 0.816 | Valid |
|                    | Tasks In Line With |       |       |
|                    | Competencies       |       |       |
|                    | Y1.9               | 0.850 | Valid |

|                      |                   |       |       |
|----------------------|-------------------|-------|-------|
|                      | Proportional      |       |       |
| Job Satisfaction     | Workload Y1.10    | 0.644 | Valid |
|                      | Interest In Work  |       |       |
|                      | Z.1               | 0.783 | Valid |
|                      | Varied Tasks Z.2  | 0.735 | Valid |
|                      | Enjoyment Of      |       |       |
|                      | Work Z.3          | 0.795 | Valid |
|                      | Decent Wage Z.4   | 0.762 | Valid |
|                      | Satisfaction With |       |       |
| Intrinsic Motivation | Salary Z.5        | 0.773 | Valid |
|                      | Supervisor's      |       |       |
|                      | Direction Z.6     | 0.824 | Valid |
|                      | Good Relationship |       |       |
|                      | Z.7               | 0.816 | Valid |
|                      | Collaboration Z.8 | 0.774 | Valid |
|                      | Feeling Of        |       |       |
|                      | Comfort Z.9       | 0.746 | Valid |
|                      | Enjoying The Task |       |       |
|                      | M.1               | 0.702 | Valid |
|                      | Enthusiastic      |       |       |
| About Work M.2       | 0.661             | Valid |       |
| Challenging Tasks    |                   |       |       |
| M.3                  | 0.684             | Valid |       |
| Persistent In        |                   |       |       |
| Completing Tasks     |                   |       |       |
| M.4                  | 0.813             | Valid |       |
| Active Learning      |                   |       |       |
| M.5                  | 0.804             | Valid |       |
| Improve Skills M.6   | 0.817             | Valid |       |
| Development          |                   |       |       |
| Opportunities M.7    | 0.798             | Valid |       |
| Completing Tasks     |                   |       |       |
| Without              |                   |       |       |
| Supervision M.8      | 0.804             | Valid |       |
| Maintaining Work     |                   |       |       |
| Commitments M.9      | 0.750             | Valid |       |

Source: Processed Data (2025)

Based on the results of the convergent validity test in Table 1, the work atmosphere variable shows a loadings ranging from 0.766 to 0.722. The job training variable has loadings ranging from 0.779 to 0.876. The employee retention variable has loadings of 0.864 and 0.821. The job satisfaction variable shows loadings ranging from 0.790 to 0.644. Meanwhile, the intrinsic motivation variable has loadings ranging from 0.702 to 0.750. All variables have loading factors above the minimum limit of 0.5-0.7. Thus, based on the provisions of loading factors in the theory (Solimun et al., 2017) and the test results in this study, it can be concluded that the results exhibit good convergent validity.

## Reliability Test

Reliability is assessed using two approaches: cronbach's alpha and composite reliability. Reliability is confirmed when the composite reliability exceeds 0.70, and Cronbach's alpha exceeds 0.60 (Hair et al., 2017). Table 3 outlines the findings from the reliability testing.

**Table 3. Reliability Test**

| Variable             | Cronbach's Alpha | Composite Reliability | Information |
|----------------------|------------------|-----------------------|-------------|
| Work Atmosphere      | 0.919            | 0.921                 | reliable    |
| Job training         | 0.908            | 0.912                 | reliable    |
| Employee Retention   | 0.945            | 0.949                 | reliable    |
| Job satisfaction     | 0.938            | 0.941                 | reliable    |
| Intrinsic Motivation | 0.950            | 0.952                 | reliable    |

Source: Processed Data (2025)

According to Table 3, the 'work atmosphere' variable had a cronbach's alpha of 0.919 and a composite reliability of 0.921. For the job training construct, the analysis yielded a cronbach's alpha of 0.908 and a composite reliability of 0.912. The employee retention variable exhibited a cronbach's alpha of 0.945 and a composite reliability of 0.949. Job satisfaction attained a cronbach's alpha of 0.938 and composite reliability of 0.941. Furthermore, intrinsic motivation recorded a cronbach's alpha of 0.950 and a composite reliability of 0.952. Consequently, based on established reliability standards, all variables are deemed reliable and exhibit high internal consistency.

## Structural Model

The assessment of the structural model (inner model) is intended to evaluate the significance levels within the hypothesis verification phase. This model estimates the associations among latent constructs (Ghozali & Latan, 2020). The outcomes derived from the structural model analysis (inner model) are presented below:

**Table 4. Structural Model**

| Variable           | R-Square | R-Square Adjusted |
|--------------------|----------|-------------------|
| Job satisfaction   | 0.807    | 0.805             |
| Employee Retention | 0.827    | 0.821             |

Source: Processed Data (2025)

As illustrated in Table 4, the R-square coefficient for work satisfaction stood at 0.807 (80.7%), signifying that 80.7% of the variance in work satisfaction can be attributed to the variables work atmosphere and job training. In contrast, the remaining 19.3% stems from variables outside the scope of this research. Furthermore, the employee retention variable yielded an R-square of 0.827 (82.7%), indicating that it is influenced by work atmosphere, job training, job

satisfaction, and intrinsic motivation. Other unexamined factors account for the residual 17.3% outside the scope of this research.

### Hypothesis Testing

The objective of this research is to examine the direct impact, as well as the mediating and moderating roles. The test outcomes are illustrated in Figure 2. Testing Hypothesis

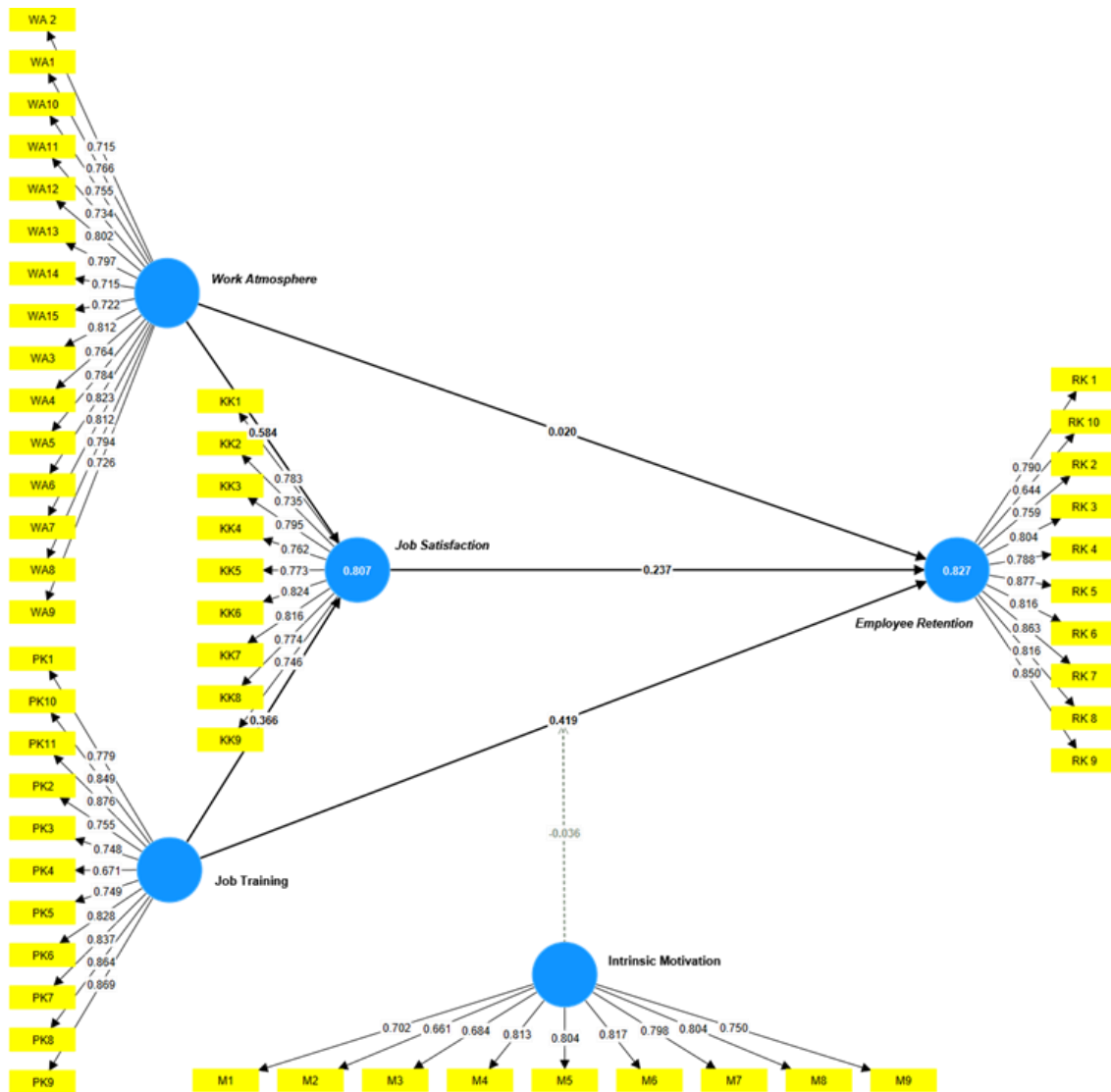


Figure 2. Testing Hypothesis

Source: Processed data author (2025)

### Testing Hypothesis Influence Direct (Direct Effect)

Testing the direct influence (direct effect) aims to evaluate the organisational climate's effect on staff stability. Furthermore, job training helps retain employees, and moderating intrinsic motivation influences the effectiveness of development programs in retaining the workforce.

**Table 5. Influence Test Direct**

| Variable                              | T-Statistics | P-Values | Information     |
|---------------------------------------|--------------|----------|-----------------|
| Work Atmosphere -> Employee Retention | 0.191        | 0.849    | Not Significant |
| Job Training -> Employee Retention    | 5.128        | 0.000    | Significant     |

Source: Processed Data (2025)

According to Table 5, the t-statistic for the impact of the work atmosphere on employee retention was 1.191, with a p-value of 0.849. This figure falls short of the 1.96 threshold and demonstrates a p-value higher than 0.05. Consequently, the results imply that work atmosphere fails to exert a significant influence on employee retention. Hence, H1 is rejected.

In contrast, the t-statistic for the effect of job training on employee retention was 5.128, with a p-value of 0.000. This score surpasses the t-table benchmark of 1.96 and features a p-value below 0.05. As a result, it is confirmed that job training exerts a positive and substantial impact on employee retention. Therefore, H2 is accepted.

### Testing the Mediation Hypothesis

**Table 6. Mediation Hypothesis Test**

| Variable  | T-Statistics | P-Values | Information |
|---|--------------|----------|-------------|
| Work Atmosphere -> Job satisfaction -> Employee Retention | 2.279        | 0.023    | Significant |
| Job Training -> Job satisfaction -> Employee Retention    | 2.554        | 0.011    | Significant |

Source: Processed Data (2025)

Regarding the outcomes of the indirect effect analysis on Table 6, the impact of the work atmosphere on employee retention via job satisfaction yielded a t-statistic of 2.279 ( $> 1.96$ ) and a p-value of 0.0023 ( $< 0.05$ ). Consequently, it is confirmed that job satisfaction acts as a mediating factor in the relationship between work atmosphere and employee retention. Hence, H3 is supported.

Additionally, regarding the analysis of the indirect influence of job training on employee retention, mediated by job satisfaction, the results showed a t-statistic of 2.554 ( $> 1.96$ ) and a p-value of 0.011 ( $< 0.05$ ). Consequently, job satisfaction effectively mediates the impact of job training on employee retention. Accordingly, H4 is supported.

### Moderation Hypothesis Testing

**Table 7. Moderation Hypothesis Test**

| Variable   | T-Statistics | P-Values | Information     |
|--|--------------|----------|-----------------|
| Intrinsic Motivation *Job Training -> Employee Retention | 1.286        | 0.199    | Not Significant |

Source: Processed Data (2025)

With respect to the findings of the moderation analysis on Table 7, the impact of job training on employee retention, moderated by intrinsic motivation, yielded a t-statistic of 1.286 and a p-value of 0.199. Consequently, intrinsic motivation fails to moderate the effect of job training on retaining employees. Hence, H5 is not supported.

### **Influence Work Atmosphere on Employee Retention**

The outcomes of the hypothesis verification indicate that the organizational climate exerts an insignificant impact on staff stability. This is substantiated by the test results, revealing a t-statistic of 0.191, which is below the 1.96 threshold. Additionally, the p-value was 1.106, which is greater than 0.05. Therefore, work atmosphere does not affect employee retention rates in restaurants in Malang. These results align with the study by (Saputra & Riana, 2021), which demonstrated that the workplace environment fails to exert a direct impact on employee retention. Unpredictable work schedules, particularly on weekends or holidays, can lead to higher workloads compared to regular workdays.

Meanwhile, on certain days, work activities tend to be quieter, causing an imbalance in work routines among employees. This condition creates differences in work rhythms and perceptions among employees, where some employees demonstrate discipline and high work enthusiasm, while others tend to wait for instructions. This inconsistency has the potential to create an unstable work atmosphere, reducing team harmony. This condition is further corroborated by the study of (Fadhillah et al., 2025), indicating that while a supportive environment may foster feelings of ease among staff, lacking reinforcement such as reward system and opportunities for self-development, employees still have the potential to leave the organization.

However, research conducted by Yusnita (2023) explains that positive working conditions have the capacity to boost personnel satisfaction and loyalty to the organization. This is because a comfortable work environment, supported by adequate facilities, makes employees more enthusiastic and feel valued in carrying out their work. This environment can foster self-confidence and indirectly strengthen employees' intention to remain with the firm.

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### **The Impact of Job Training on Employee Retention**

According to the hypothesis verification, job training has a substantial impact on staff retention. This is substantiated by the direct effect analysis, which reveals a t-statistic of 5.128, exceeding the t-table threshold of 1.96. Furthermore, the analysis yielded a p-value of 0.000, which falls below the 0.05 threshold. Consequently, it is confirmed that job training positively affects employee retention in restaurants in Malang. These findings corroborate the work of Yuniana & Hanafia (2024), suggesting that firms offering development programs to staff demonstrate superior retention levels compared to those lacking such initiatives. Restaurants in Malang consistently provide training for both new and long-term employees as a long-term investment in human resource development.

Training conducted at restaurants in Malang not only improves service skills but also fosters discipline and teamwork. Targeted training programs can enhance employee performance and self-confidence, fostering a sense of satisfaction and ultimately strengthening employee loyalty to the company. In this context, ongoing training programs can strengthen employees' sense of belonging. (Altaf, 2025) Additionally, it states that training investments not only enhance employee knowledge and skills but also improve employee attitudes toward work and productivity. Training can help employees prepare for any workplace challenges and enhance their performance and engagement (Uddin & Ahmed, 2024).

### **The Effect of Work Atmosphere on Employee Retention is Mediated by Job Satisfaction**

Regarding the outcomes of hypothesis verification, the data reveal that job satisfaction functions as a mediator linking the work atmosphere and employee retention. This outcome corroborates the study by (Wohung et al., 2025), noting that workplace climate and contentment significantly influence employee performance, ultimately shaping their decision to remain with the company. This implies that a more positive work environment, as perceived by staff, leads to higher levels of satisfaction and motivation, thereby affecting individual performance within the organisation.

Aggarwal et al. (2023) This also suggests that favourable work environment conditions, such as coworker support and effective communication among individuals, influence job

satisfaction. High job satisfaction among employees can increase commitment and reduce turnover intentions. Consequently, a constructive organisational climate not only boosts employee productivity and performance but also fortifies workforce stability by enhancing job satisfaction.

### **The Effect of Job Training on Employee Retention is Mediated by Job Satisfaction**

Regarding the analytical outcomes, the hypothesis posits that job satisfaction serves as a bridge between the impact of job training on workforce retention. This observation corroborates the findings of (Alfarizy et al., 2025), noting that development programs exert a substantial positive influence on work contentment. Systematically designed training programs tailored to employee needs can improve individual abilities, self-confidence, and job satisfaction. This increase in satisfaction will have implications for increasing employee desire to stay in the organization.

As noted by Soegiarto et al. (2024), when staff recognise the tangible value of training for their professional growth, they are more likely to exhibit higher satisfaction and a stronger drive to offer sustained dedication to the organisation. Elevated job satisfaction acts as a psychological catalyst, reducing employees' propensity to seek better employment because they feel they have received learning opportunities and recognition for their contributions.

### **The Effect of Job Training on Employee Retention Is Moderated by Intrinsic Motivation**

Based on the analytical results, it is evident that intrinsic motivation does not moderate the effect of job training on workforce retention. This outcome aligns with the study by Turachma & Hendarsjah (2021), indicating that internal drive fails to mediate the relationship between training initiatives and staff performance because employees lack motivation to participate in company-provided training programs. Training that is not driven by an employee's own desires does not necessarily strengthen employee commitment or desire to stay, especially if the training fails to foster intrinsic meaning in the work performed.

In this case, although training can improve technical skills and job knowledge, its effect on retention will not be optimal if employee motivation does not come from within, through personal satisfaction, a sense of belonging, or pride in the organisation. According to Tyagi & Verma (2025), intrinsic motivation can develop a workforce that is more competent in performing their work. Companies need to understand and examine the interaction of intrinsic motivation across contexts, which can provide deeper insight into strategies for balancing different intrinsic motivation factors to optimise employee retention.

## **CONCLUSION**

Baed on the results, job training has a substantial positive effect on staff stability in Malang's restaurant sector. This implies that targeted development programs can enhance job satisfaction, thereby fostering staff's desire to remain with the organisation. Furthermore, job satisfaction has been shown to mediate the relationships between work atmosphere, training, and

employee retention. Job satisfaction serves as a vital bridge connecting employment settings and staff's decision to continue their tenure with the firm.

However, the research also indicates that the organizational climate fails to exert a substantial direct influence on staff stability. This is because a comfortable work atmosphere alone is not enough to keep employees engaged if it is not balanced by complementary elements such as incentive structures, career advancement opportunities, and fairness in workload distribution. Intrinsic motivation also fails to regulate the connection linking job training and employee retention. In this case, an individual's internal drive is insufficient to sustain the training effect without adequate organisational support.

This research identifies certain constraints that should be acknowledged before applying the results broadly. Primarily, the investigation was conducted at a single company, a restaurant in Malang. Second, the study cannot capture long-term changes in employee behaviour and is potentially influenced by respondent subjectivity. Third, the limited timeframe for data collection and limited access to more in-depth organisational data may have affected the depth of the analysis. Furthermore, several insignificant relationships between variables were identified, specifically regarding the link between organisational climate and workforce stability, and the lack of moderation by intrinsic motivation in the relationship between development programs and staff turnover intentions.

The findings of this study offer companies suggestions for creating a supportive work environment, developing relevant and systematic development initiatives, and enhancing work satisfaction to strengthen employee loyalty. Subsequent studies are advised to broaden the analysis by incorporating additional variables, such as organisational culture and leadership style.

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