

ABSTRAK

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PENGARUH *EMPLOYEE PARTICIPATION* , *HEALTH AND SAFETY*, *TRAINING AND DEVELOPMENT* TERHADAP *EMPLOYEE RETENTION* MELALUI *JOB SATISFACTION* PADA KARYAWAN PT HADI JAYA BORE LAND

(xiii + 95 halaman; 7 gambar; 17 tabel; 3 lampiran)

Persaingan antar perusahaan dengan perusahaan lain dalam dunia bisnis sangatlah ketat. Hal ini mewajibkan PT. Hadi Jaya Bore Land harus memiliki keunggulan kompetitif dalam hal kualitas produk, produk yang dihasilkan, biaya dan sumber daya manusia (SDM) yang berkualitas agar bisa bertahan.

Penelitian ini bertujuan untuk menganalisis pengaruh variabel *Employee Participation*, health and safety, serta *Training And Development* terhadap *employee retention* melalui *job satisfaction* sebagai variabel mediasi pada karyawan PT Hadi Jaya Bore Land. Retensi karyawan menjadi isu penting bagi perusahaan dalam mempertahankan tenaga kerja yang kompeten dan berpengalaman.

Penelitian ini menggunakan metode kuantitatif dengan teknik pengumpulan data melalui penyebaran kuesioner kepada karyawan PT. Hadi Jaya Bore Land. Sampel penelitian dipilih menggunakan teknik purposive sampling, dengan jumlah responden sebanyak 109 karyawan. Data yang diperoleh dianalisis menggunakan metode Structural Equation Modeling (SEM) dengan perangkat lunak SmartPLS untuk menguji hubungan langsung maupun tidak langsung antara variabel independen (*Employee Participation*, health and safety, *Training And Development*), variabel mediasi (*Job Satisfaction*), dan variabel dependen (*Employee Retention*).

Temuan ini memberikan kontribusi teoretis dan praktis bagi dunia akademik maupun industri, terutama dalam merancang kebijakan strategis yang berorientasi pada peningkatan kepuasan dan loyalitas karyawan.

Kata Kunci: *Employee Participation*, Health and Safety, *Training And Development*, *Job Satisfaction*, *Employee Retention*

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LAND**

(xiii + 95 pages; 7 figures; 17 tables; 3 appendices)

Competition between companies and other companies in the business world is very tight. This requires PT Hadi Jaya Bore Land to have a competitive advantage in terms of product quality, products produced, costs and quality human resources (HR) in order to survive.

This study aims to analyze the influence of *Employee Participation*, health and safety, and *Training And Development* variables on *employee retention* through *job satisfaction* as a mediating variable for employees of PT Hadi Jaya Bore Land. *Employee retention* is an important issue for companies in maintaining a competent and experienced workforce.

This study uses quantitative methods with data collection techniques through distributing questionnaires to employees of PT Hadi Jaya Bore Land. The research sample was selected using purposive sampling technique, with 109 employees as respondents. The data obtained were analyzed using the Structural Equation Modeling (SEM) method with SmartPLS software to test the direct and indirect relationships between independent variables (*Employee Participation*, health and safety, *Training And Development*), mediating variables (*Job Satisfaction*), and the dependent variable (*Employee Retention*).

The findings provide theoretical and practical contributions to the academic and industrial world, especially in designing strategic policies oriented towards increasing employee satisfaction and loyalty.

Keywords: *Employee Participation*, Health and Safety, *Training And Development*, *Job Satisfaction*, *Employee Retention*.