



## ROLE OF ORGANIZATION IDENTIFICATION IN EMPLOYEE RETENTION : EXAMINING MEDIATING EFFECTS IN THE PRIVATE SECTOR

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### ABSTRACT

**Purpose:** This study analyzes how job conditions and training development impact employee retention, with organizational identification as a mediating factor. **Methodology:** A quantitative approach was employed, utilizing a survey of 112 respondents from PT Panasonic Industrial Devices Batam. Data were analyzed using SEM-PLS. **Findings:** Job conditions and training development significantly influence employee retention. **Results:** Organizational identification does not significantly mediate these relationships. **Novelty:** Highlights the limited mediating role of organizational identification in a manufacturing context. **Originality:** Provides insights for HR strategies beyond traditional employee engagement models. **Conclusion:** Organizational identification is not a critical mediator, suggesting that direct HR interventions on job conditions and training yield better retention outcomes. **Type of Paper:** Empirical research.

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## INTRODUCTION

In the era of globalization and increasingly fierce business competition, companies are required to have effective strategies and continue to innovate in maintaining a quality workforce and increasing efficiency. Human Resources (HR) is something that needs to be considered properly so that the company can achieve its goals. Employees who have high skills and experience are often targeted by other companies. In an increasingly competitive business landscape, companies are required to not only recruit but also retain quality employees. Employee retention is a crucial issue in human resource management (HRM) strategies, especially in the manufacturing sector which has a high turnover rate. One of the main factors that influence employee retention is job conditions and training and development, which can increase employee loyalty to the organization. However, in some cases, even though training and development programs have been implemented, employee retention rates remain low. Employee retention, as one of the important aspects of HR management,

is a major focus because losing employees has the potential to cause losses, especially if the employee has high performance (Shierli, 2022).

High employee turnover rates remain a significant problem in many organizations, including in the private sector. Losing employees not only impacts recruitment and training costs, but can also disrupt productivity, reduce service quality, and damage team morale (Allen et al., 2023). Therefore, it is important for companies to understand the factors that influence employee retention and develop effective strategies to retain top talent. In addition, research by Nurmalitasari and Andriyani (2021) shows that job satisfaction can mediate the effect of training on employee retention. This emphasizes that not only training programs are important, but also how employees feel satisfied with their jobs after receiving the training. Thus, companies need to pay attention to internal factors that can affect the effectiveness of training and development programs. This indicates that there are other factors at play, one of which is organizational identification. By understanding the role of organizational identification as a mediator, companies can design more effective strategies to increase employee retention. A holistic approach that includes improving job conditions, providing appropriate training and development, and strengthening organizational identification, will help companies retain quality employees and improve overall organizational performance.

Many previous studies have examined the relationship between job conditions and training on employee retention, but few have examined how organizational identification mediates the relationship. Most studies highlight the positive effects of good job conditions on organizational identification, but less have examined the impact of less conducive job conditions, such as conflict between coworkers, unfairness in performance appraisals, or high work pressure. Furthermore, previous research suggests that training and development play an important role in increasing employee engagement with the organization. This study positions itself in the current discussion by highlighting that even when training programs are available, their effectiveness in increasing employee retention is highly dependent on the extent to which employees identify with the organization. Despite extensive research on employee retention, there is still a gap in our understanding of the mediating role of organizational identification (OI) in the private sector context. Previous research tends to focus on factors such as compensation, career opportunities, and work-life balance (Hanai, 2021). However, few have examined in depth how job conditions and training and development programs influence employee retention through the formation of strong organizational identification.

Although previous research has highlighted the importance of organizational identification as a mediator between factors such as job conditions, training, and development and employee retention, there is still a need to better understand the role that organizational identification plays in this relationship. This study aims to address this gap by examining the mediating role of organizational identification in the specific context of PT Panasonic Industrial Devices Batam.

Based on the background and problems that have been described, this study aims to analyze the influence of job conditions on employee retention and examine how training and development contribute to such retention. In addition, this study also examines the role of organizational identification as a mediator in the relationship between job conditions and training and development on employee retention. Thus, this study is expected to contribute to the development of more effective employee retention strategies in the private sector, especially at PT Panasonic Industrial Devices Batam. PT Panasonic Industrial Devices Batam, as an electronics manufacturing company, faces challenges in retaining its employees. A high employee turnover rate can cause losses to the company, such as the cost of recruiting and training new employees, as well as the loss of knowledge and experience possessed by departing employees. Therefore, companies need to understand the factors that affect employee retention and take appropriate measures to improve it.

### **Social Identity Theory**

The social identity approach is rooted in the embeddedness of social processes and perceptions of similarity that are aligned with group identity and social structure (Hu & Cheung, 2024). In this context, individuals develop a sense of togetherness that drives them to act as part of a group. Research shows that collective action occurs when group members have a shared understanding of the group's values and interests, which then motivates them to behave in a manner that is congruent with the common good (Akfirat et al., 2021). Thus, social identity not only shapes how individuals view themselves in a group but also influences collective behavior within an organization or community.

### **Job Condition**

Recent studies have shown that job conditions, which include physical and psychological aspects such as safety, comfort, interpersonal relationships, and support from superiors, play a significant role in employees' decisions to stay in an organization. For example, a study by Ishak and Pratama (2021) found that a conducive work environment has a positive and significant effect on employee retention. Similarly, a study by Maulana (2020) revealed that a good work environment can significantly increase employee retention. In addition, a study by Syaiful (2020) showed that an unconducive work environment can decrease employee retention. These findings emphasize the importance of paying attention to physical, psychological, and work environment aspects to increase employee retention.

### **Training and Development**

Training and development is a systematic effort to improve employees knowledge, skills, and abilities in order to perform tasks more effectively (Yameen et al., 2020). Relevant and quality training programs can increase employee competence, self-confidence, and identification with the organization, which ultimately impacts employee loyalty. According to Mariot Tua Efendi H, training and development is a planned effort within a company or organization to improve the skills, abilities, and knowledge of the workforce. Although they have similar goals, they have a focused difference. Training is more directed at improving the skills needed in the current job, while development focuses on increasing knowledge that is useful for future work

### **Organizational Identification**

Recent research emphasizes the importance of organizational identification in shaping employees' emotional attachment to the company. Organizational identification is the extent to which employees feel an integral part of the organization and share common values with the organization. Factors such as job conditions, training and development, internal communication, and effective leadership can influence this level of identification. According to Meyer and Allen (in Purnama, 2020), organizational commitment is influenced by individual personal characteristics, such as age, gender, education level, work experience, and personality, as well as organizational characteristics, including structure, policies, and the way the organization socializes its values. In addition, research shows that employees' perceptions of organizational support can increase work engagement, which in turn strengthens their identification with the organization. Thus, increasing organizational identification through improved job conditions, training and development programs, effective internal communication, and good leadership, can increase employee loyalty, commitment, and motivation to contribute optimally to the company.

### **Employee Retention**

Recent research emphasizes the importance of employee retention in maintaining organizational stability and productivity. According to Oracle (2024), employee retention refers to an organization's ability to retain quality employees over a long period of time, which is essential for reducing recruitment and training costs and increasing productivity. Some of the main factors that

affect employee retention include job conditions, training and development, organizational identification, and compensation and career paths. A work environment that is safe, comfortable and supports good interpersonal relationships can increase employee satisfaction and retention. Opportunities to grow and improve skills through training programs can also increase employee loyalty. In addition, when employees feel connected and in line with the organization's values, they tend to be more loyal and committed to the company. Other factors that contribute significantly are competitive salaries and clear career development opportunities. By understanding and managing these factors, companies can improve employee retention, ultimately reducing turnover costs and maintaining organizational stability.

### **Relationship between Variables**

#### **Relationship between Job Condition and Employee Retention**

Job condition play an important role in employee retention. A comfortable working environment, flexibility in working hours, work-life balance, and good relationship with colleagues and superiors can increase employee satisfaction and loyalty. On other hand, high pressure and lack of development opportunities can encourage them to look for other jobs. Therefore, improving job condition is a key strategy in reducing turnover. Previous research also shows a significant relationship between a good working environment and employee retention rates (Hanai, 2021). H1 job condition affect employee retention.

#### **The Relationship between Trainind Development and Employee Retention**

Training development plays an important role in employee retention. Employees who receive training feel valued and have clearer career prospects, thereby increasing their skills, job satisfaction attachment to the organization. Programs such as advanced training, mentoring, and promotion pathways demonstrate a company's commitment to employee development, which can increase loyalty and reduce turnover. Conversely, a lack of development opportunities can lead to dissatisfaction and encourage employees to seek other employment. According to Khandkk (2021), training and development is a major factor in the organization's development attract and retain a quality workforce. H2 training development affect employee retention.

#### **The Mediating Role of Organization Identification on the Effect of Job Condition on Employee Retention**

This study examines the role of organizational identification in the relationship between job condition and employee retention. The study of Bharadwaj et al. (2022) showed that organizational identification mediates the relationship between employer branding and employee retention. Strong organizational identification increases employee loyalty by strengthening their sense of attachment to the organization. Therefore, this study aims to understand how work environment and organizational engagement affect employee retention. H3 organizational identification mediates the effect of job condition on employee retention

#### **The Mediating Role of Organizational Identification on the Effect of Training Development on Employee Retention**

Recent research emphasizes the important role of organizational identification in linking training and development to employee retention. Effective training not only improves skills and job satisfaction, but also strengthens employees' sense of belonging to the organization, which in turn increases their commitment to stay with the company. In addition, training contributes to improved performance and productivity, so it should be viewed as a long-term investment. High turnover rates indicate low employee commitment and increase recruitment costs. Company support through good training can increase employee loyalty, while their engagement in the organization influences the decision to stay. Human resource development is important to align individual and organizational goals. Therefore, organizational identification acts as a mediator in the effect of

training and development on employee retention. According to Bharadwaj (2023) shows that training and development have a significant influence on employee retention, with organizational identification as a mediator in this relationship. In addition, a study found that there is a positive correlation between training and development and employee retention, as well as job satisfaction and job performance affecting employee retention. Furthermore, another study emphasized that professional development programs can increase employee loyalty and commitment, which contributes to higher employee retention. Thus, effective training and development, which increases organizational identification, plays an important role in improving employee retention. H4 organizational identification mediates the effect of training development on employee retention.

## METHOD

### Research Methodology

This research uses a quantitative approach with a survey method to objectivity measure and analyze the relationship between variables. The research was conducted at PT Panasonic Industrial Devices Batam. In this study, from a total population of 641 employees, the number of sample taken was 112 employees. This reduction was made because the research only focused on permanent employees, which was considered more in line with the research objectives than involving the entire population, including contract or temporary workers. Researchers use the slovin technique to determine number of samples to be selected from the population. Based on calculations using the Slovin formula, with a total population of 112 people and a significance level of 5%, the recommended sample size is 88 people. This formula is used to determine the required sample size based on the total population and an acceptable error rate. In this study, the error rate set is 0,05. The calculation results show a number around 87,5, so the sample size is rounded up to 88 people in accordance with the provisions of the Slovin formula. The data used is quantitative primary data, obtained through a Likert scale-based questionnaire, designed to measure employee perception of job condition, training development, organizational identification, and employee retention. The analysis techniques used include descriptive statistics to describe the characteristics of respondents and research variables, and the Partial Least Square-Structural Equation Modeling (PLS-SEM) method using SmartPLS software. PLS-SEM was used to examine the relationships between independent variables, mediating variables, and dependent variables in the research model, allowing for a more comprehensive analysis of the complex relationships between variables. This method uses a structural equation model (SEM) with a variation-based approach (VB-SEM). The author chose SmartPLS software because it is capable of analyzing complex paths, thus allowing testing of independent and dependent variables to be carried out simultaneously in one stage.

## RESULTS AND DISCUSSION

### RESULTS

Based on the results of the analysis using the Partial Least Square-Structural Equation Modeling (PLS-SEM) method, this study tests four main hypotheses related to the effect of job condition and training development on employee retention with identification as a mediating variable. PLS-SEM analysis consists of two main components, namely the outer model (measurement model) and inner model (structural model).

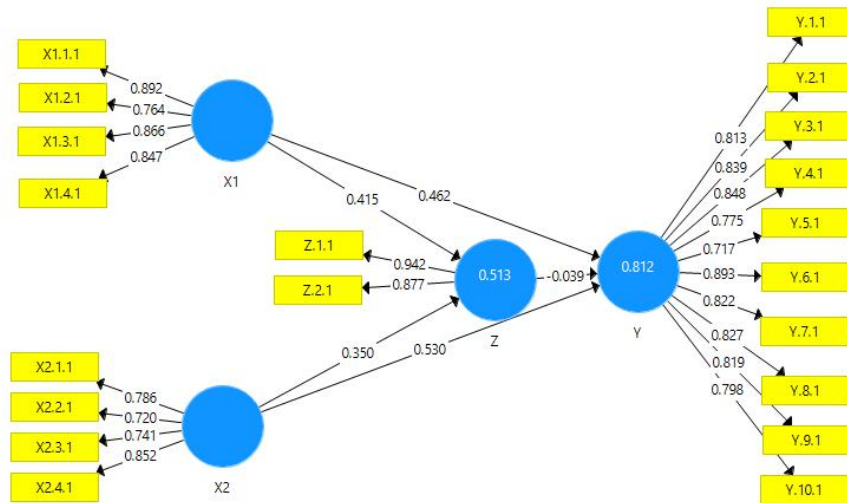
### Analysis of Measurement Model Test Results (Outer Model) Convergent Validity

The purpose of convergent validity is to assess the extent to which each indicator has a valid relationship with the construct or latent variable it measures. The convergent validity test can be done by looking at the outer load value of each indicator. Indicators that have an outer load value of more than 0,70 are considered to meet convergent validity. In addition, a high level of convergent validity indicates good measurement quality. An Average Variance Extracted (AVE) value of more than 0,50 is also an indicator of adequate convergent validity. Convergent validity testing was conducted using the Smart PLS 3.0 application, and the results are presented in the following table:

### Convergent Validity Test Result

Variable	Indicator	Loading Factor	Description
Job Condition (X1)	X1.1.1	0,892	Valid
	X1.2.1	0,764	Valid
	X1.3.1	0,866	Valid
	X1.4.1	0,847	Valid
Training Development (X2)	X2.1.1	0,786	Valid
	X2.2.1	0,720	Valid
	X2.3.1	0,741	Valid
	X2.4.1	0,852	Valid
Organizational Identification (Z)	Z.1.1	0,942	Valid
	Z.2.1	0,877	Valid
Employee Retention (Y)	Y.1.1	0,813	Valid
	Y.2.1	0,839	Valid
	Y.3.1	0,848	Valid
	Y.4.1	0,775	Valid
	Y.5.1	0,717	Valid
	Y.6.1	0,893	Valid
	Y.7.1	0,822	Valid
	Y.8.1	0,827	Valid
	Y.9.1	0,819	Valid
	Y.10.1	0,798	Valid

Source: Primary Data Processed by Researchers (2025)



Convergent validity aims to assess the relationship of each indicator with the latent variable it measures. This test is performed by looking at the outer load value, where values above 0,70 are considered valid. In addition, an Average Variance Extracted (AVE) value above 0,50 indicates good validity. This test uses Smart PLS 3.0, and the results are presented in the following table:

**Average Variance Extracted (AVE) Test Result**

Variable	AVE Value
X1	0,712
X2	0,603
Z	0,828
Y	0,666

Source: Primary Data Processed by Researchers (2025)

Based on the convergent validity analysis in the table above, all indicators have a filling factor value above 0,7, and an AVE value of more than 0,5. This shows that the research instrument meets the requirements of convergent validity.

**Discriminant Validity**

Discriminant validity measures the extent to which a structure can be distinguished from other structures. This test is carried out by comparing the AVE value and the square of the correlation between constructs. In addition, discriminant validity is also assessed from cross loading, where the indicator has the highest loading value on its own construct.

**Discriminant Validity Test Result**

	X1	X2	Y	Z
X1	0,844			

<b>X2</b>	0,752	0,776		
<b>Y</b>	0,834	0,851	0,816	
<b>Z</b>	0,678	0,662	0,625	0,910

Source: Primary Data Processed by Researchers (2025)

The cross loading test results in the table above show that each indicator has a clear difference with indicators from other constructs. This confirms that the research instrument meets the criteria for discriminant validity.

**Realibity Test**

The reliability test aims to assess the reliability, consistency, and accuracy of the instrument in measuring data, This test is carried out by looking at the Cronbach's Alpha and Composite Reliability values. Cronbach's Alpha measures the lower limit of a construct's reliability, while Composite Reliability shows its actual reliability. The value of these two measures should be more than 0,7, although a value of 0,6 is still acceptable.

**Cronbanch's Alpha dan Composite Realibity Value**

<b>Variabel</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Keterangan</b>
Job Condition	0,864	0,908	<i>Reliable</i>
Training Development	0,779	0,858	<i>Reliable</i>
Employee Retention	0,944	0,952	<i>Reliable</i>
Organizational Identification	0,798	0,906	<i>Reliable</i>

Source: Primary Data Processed by Researchers (2025)

These results indicate that all variables have passed the reliability test and can be declared reliable.

**Analysis of Structural Model Test Results (Inner Model)**

**R-Square Test**

The R-Square (R<sup>2</sup>) measures how much the dependent variable is influenced by the independent variables. If there are more than two independent variables, Adjusted R-Square is used for adjustment, which is usually smaller than R-Square. The criteria for the R-Square value are:

- 0,67 (strong/substantial)
- 0,33 (moderate/moderate)
- 0,19 (weak/bad)

**R-Square Value**

<b>Variable</b>	<b>R-Square</b>	<b>R-Square Adjusted</b>
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Employee Retention	0,812	0,806
Oranizational Identification	0,513	0,504

Source: Primary Data Processed by Researchers (2025)

Based on the table above, the R-Square value for employee retention (Y) is 0,812, with an Adjusted R-Square of 0,86. Meanwhile, organizational identification (Z) has a R-Square of 0.513 and an Adjusted R-Square of 0,504. These results indicate that employee retention (Y) is in the strong and reliable category, while organizational identification (Z) is in the moderate category.

**Model Fit Test**

The test continued by evaluating the Goodness of Fit of the model. The suitability of the PLS model was assessed using Standardized Root Mean Square Residual (SRMR). The model is considered suitable if SRMR <0,10 and is categorized as perfect fit if SRMR <0,08.

**Goodnes of Fit Model Value**

	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0,143	0,143

Source: Primary Data Processed by Researchers (2025)

The Goodness of Fit test results of the PLS model in the table above show that the SRMR value in the saturated model and estimated model are both 0,143. Since this value is more than 0,10, the model does not meet the criteria of Goodness of Fit and is considered unfit for hypothesis testing.

**DISCUSSION**

**Job Condition Have a Positived Significant Effect on Employee Retention**

<b>Variables</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Value</b>
Job Condition (X1)-> Employee Retention (Y)	0,462	5,373	0,000

Source: Primary Data Processed by Researchers (2025)

The results of the analysis show that job condition have a positive and significant effect on employee retention with a path coefficient value of 0,642, a T-statistic of 5,373, and a P-Value of 0,000 (<0,05). This means that the better the job condition provided by the company, the higher the likelihood of employees to stay. These results are in line with previous research by Edgar and Grace, 2005 and Altunel et al., which state that a comfortable, safe, and supportive work environment can increase job satisfaction and reduce turnover rates.

According to Sahir et al. (2020) found that an adequate work environment can increase employee retention, while an inadequate work environment can reduce it. This result is also supported by previous research which found that job condition are an important factor in influencing employee retention (Hanai, 2021). In the context of PT Panasonic industrial Devices Batam, this implies that the company needs to continue to maintain and improve aspectst such as adequate work facilities, a safe and comfortable work environment, and harmonious working relationships to retain qualified employees.

**Training Development Has a Positive and Significant Effect on Employee Retention**

<b>Variables</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Value</b>
Training Development (X2)-> Employee Retention (Y)	0,530	5,195	0,001

Source: Primary Data Processed by Researchers (2025)

The analysis shows that training and development has a positive and significant influence on employee retention with a path coefficient of 0,530, a T-statistics of 5,195, and P-Value of 0,001 (<0,05). This indicates that the more intensive and relevant the training and development program provided by the company, the higher employee retention. This also makes employees to get the opportunity to develop skills and career paths tend to have higher loyalty to the company. Training and developmet gives employees the opportunity to improve their skills and knowledge, which makes them feel more valuable and valued by the company

Recent research supports the importance of investing in employee development as a strategy to improve retention. A study by Mishra (2021) found that learning and development programs have a significant impact on employee retention, with such initiatives increasing engagement and job satisfaction. In addition, research by Kamilah (2022) shows that training and development has a positive effect on employee retention, with job satisfaction as a mediator. In the context of PT Panasonic Industrial Devices Batam, these findings emphasize the importance of developing training programs that are relevant to employee needs and industry developments, as well as providing opportunities for employees to develop their careers within the company.

**The Role of Organizational Identification Has No Significant Effect in Mediating The Effect of Job Condition on Employee Retention.**

<b>Variables</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Value</b>
Job Condition(X1)-> Organizational Identification (Z)-> Employee Retention (Y)	-0,016	0,507	0,612

Source: Primary Data Processed by Researchers (2025)

The test results show that organizational Identification does not have a significant influence in mediating the relationship between job condition and employee retention, with a path coefficient of -0,016, a T-statistic of 0,507, and P-Value of 0,612 (>0,05). This shows that although good job condition can directly increase employee retention, the organizational identification factor does not strengthen the relationship. In other words, employees will stay in the company because of good job condition, regardless of whether they are identified with the organization or not. This finding is different from the research of Malinen (2013) and Harter et al (2002) who found that the work environment can contribute to employee’s emotional attachment to the organization.

There are several explanations for this finding. First, employees are more motivated by other factors such as compensation, career, work-personal life balance, social and organizational culture than by the organizational identification factor. Second, organizational identification may be more relevant in the context of organizations that have a very strong culture or clear mission, which is not fully reflected in PT Panasonic Industrila Devices Batam. Schein (2010) emphasized that a strong organizational culture can improve organizational identification with the organization. Third, the measurement of organizational identification in this study does not fully capture the aspects that are most relevant to employees in this company.

**The Role of Organizational Identification Has No Significant Effect in Mediating The Effect of Training Development on Employee Retention.**

<b>Variables</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Value</b>
Training Development(X2)-> Organizational Identification (Z)-> Employee Retention (Y)	-0,014	0,396	0,692

Source: Primary Data Processed by Researchers (2025)

The analysis also shows that organizational identification does not significantly mediate the relationship between training and development and employee retention, with a path coefficient of -0,014, a T-statistics of 0,396, and a P-Value of 0,692 (>0,05). This mean that although training adn development has a positive impact on employee retention, the organizational identification factor does not strengthen the relationship. In other words, employees will stay with the company because the direct benefits of training and development, regardless of whether they feel strongly identified with the organization or not. This contradicts the findings of Wiener (1982) who emphasized the importance of emotional attachment in strengthening employee loyalty.

These are several explanations for this finding. First, the direct benefits of training and development are more important to employees than feelings of identification with the organization. Noe (2017) argues that employees are more likely to value training that provides direct benefits to their career development. Second, training and development programs focus more on developing technical skills than building organizational identification. Third, organizational identification takes a longer time to develop as a result of training and development, and this factor was not captured in this study.

## CONCLUSION

This study examines the impact of job conditions and training development on employee retention at PT Panasonic Industrial Devices Batam, with organizational identification as a mediating factor. The results show that job conditions and training development positively and significantly influence employee retention. However, organizational identification is not a significant mediator in this relationship. These findings suggest that manufacturing companies should prioritize improving job conditions and training programs to enhance employee retention. A supportive work environment increases job satisfaction and loyalty, while quality training programs enhance skills, provide a sense of value, and open career opportunities.

Although organizational identification was not a key mediator in this study, it remains an important aspect. Companies can strengthen employee identification through effective internal communication, participation in decision-making, and alignment between corporate and personal values. To improve employee retention, HR practitioners should evaluate existing work conditions, considering physical factors like ergonomics and ventilation, psychological aspects like work-life balance, and social factors such as workplace relationships and communication effectiveness. In addition to improving work conditions, investing in employee training is crucial. Well-designed training programs enhance skills and knowledge, increasing employees' commitment to the company. Organizations should ensure these programs align with employee needs and long-term business goals. Regular evaluations of retention programs are also necessary. By gathering employee feedback, companies can identify areas for improvement and adjust their HR policies dynamically to maintain a supportive and engaging work environment.

This study has limitations that future research can address. One key limitation is its focus on a single manufacturing company. Future studies can compare findings across different industries to determine whether job conditions, training, and organizational identification influence retention similarly in other sectors. Additionally, this study used a cross-sectional design, capturing only a single point in time. A longitudinal approach could provide deeper insights into how these factors evolve over time. Another limitation is the exclusive focus on organizational identification as a mediating factor. Future research should explore other potential mediators, such as job satisfaction, organizational commitment, or perceived organizational support, to gain a more comprehensive understanding of employee retention. A mixed-methods approach combining quantitative and qualitative analysis could also offer richer insights by incorporating employees' direct experiences. By conducting further research and implementing strategic retention initiatives, companies can build a more engaged, skilled, and loyal workforce. This not only enhances organizational stability but also strengthens competitiveness in an increasingly dynamic industry.

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