

The Effects of Perceived Job Quality, Job Stress and Burnouts Toward Intention to Stay, Mediated by Job Satisfaction in SME's Lumber Industries at Klaten

Fransisca Susanti* and Adita Pritasari

School of Business and Management, Institut Teknologi Bandung, Indonesia

Email: fransisca_susanti@sbm-itb.ac.id

Abstract - Turnover is still one of the problems faced by Micro, Small, and Medium Enterprises (MSME) owners. For the last few years, MSME business owners in the lumber industry have experienced the effects of the high turnover intention in their businesses. Some of the factors causing this are poor work quality, and emotional exhaustion experienced by employees. This indirectly affects their job satisfaction. This study aims to identify the effect of perceived job quality, job stress and burnout on the intention to stay employees in companies where the relationship will be mediated by job satisfaction. In addition, the research tries to reveal the relationship between job stress and burnout. To obtain quantitative data, a survey is conducted toward some permanent employees of three big lumber industries in Klaten, Central Java as respondents. Questionnaires were distributed in hardcopy to their employees in the warehouse during recess. Out of 140 respondents, only 125 data were selected based on the sampling and data analysis criteria suggested in PLS-SEM Method. This study indicates that job burnout, and job stress significantly influence the decision of an employee to stay in the company and job satisfaction is confirmed to be a mediator variable that mediates the job burnout and job stress on intention to stay. The result of the finding will enable the owners to take action and create innovative ways to retain the employee in their industries.

Keywords - Lumber Industries (MSMEs), Perceived Job Quality, Burnout, Job Stress, Intention to Stay, Job Satisfaction, Structural Equation Modeling.

I. INTRODUCTION

The Fourth Industrial Revolution (Industry 4.0) has encouraged ASEAN countries to form the Asean Economic Community (AEC), which aims to create a free trade market for goods, investment, services, capital, and skilled labor in Southeast Asian countries. As part of the AEC, Indonesia can sell goods and services to all members without tariffs. Free trade markets open up great opportunities for entrepreneurs to improve the economy and build the country's economy^[1]. MSMEs, especially in developing countries, play an essential role in the economy. MSMEs are essential companies in terms of job creation and global economic growth. MSMEs account for 99.99 percent (62.9 million units) of all business actors in Indonesia. MSMEs contributed more than 50% of GDP

every year from 2010 to 2019^[2]. Another evidence shows that MSMEs played a significant role in Indonesian economic sustainability during the 1998 crisis.

Therefore, MSME business actors need to pay attention to their business continuity to continue growing during various changes. One of the factors that must be considered is maintaining quality human resources in the company. Companies can maintain employee retention by enhancing job satisfaction, job satisfaction is an important aspect because it relates to the main organizational results^[3]. When people are satisfied with their work, their performance will increase and it will have an impact on their decision to stay in the company. It has been discovered that people who are happy with their jobs are less likely to quit⁴.

In recent years three lumber industries in Klaten, Central Java, have experienced high employee turnover problems. The average percentage of turnover intention in companies A, B and C is 16,02%, 13% and 15,43%. The ideal percentage may differ from one industry to another and from one company to another. Literatures claim that the tolerable turnover rate is 10% and a healthy turnover is under 15%^[5]. This issue also becomes urgent because turnover has various negative impacts for companies, such as; decreasing worker productivity, increasing costs for recruiting new employees, company's goodwill, training costs, and obstruction of the production process.

Based on the preliminary research conducted through observations and brief interviews with employees, the low intention to stay in company A, B, and C is influenced by several things, some of which are complaints about irregular working hours, prolonged overtime, and insecurities while doing their job. In addition, 3/5 employees involved in the short interview complained about the tight supervision carried out by the owner and the lack of freedom they have while working. They said that the limited space for movement made them feel uncomfortable at work. They feel a rift in the relationship between co-workers due to frequent miscommunication between teams. The interviews with several employees

¹ ASEAN | ONE VISION ONE IDENTITY ONE COMMUNITY. 2021. *ASEAN Economic Community - ASEAN | ONE VISION ONE IDENTITY ONE COMMUNITY*. [online] Available at: <<https://asean.org/asean-economic-community/>> [Accessed 1 July 2021].

² Kementerian Koperasi dan Usaha Kecil Menengah. (2020). Kontribusi UMKM terhadap PDB 2010-2020. Retrieved from Lokadata.id:<https://lokadata.beritagar.id/chart/preview/kontribusi-umkm-terhadap-pdb-20-10-2020-1586251312>

³ Robbins, S.P. and Judge, T.A., 2013. *Organizational behavior*. Hoboken.

⁴ Pepe, M., 2010. The impact of extrinsic motivational dissatisfiers on employee level of job satisfaction and commitment resulting in the intent to turnover. *Journal of Business & Economics Research (JBRE)*, 8(9).

⁵ Smith, B. and Rutigliano, T., 2002. The truth about turnover. *Business Journal*, [online]. Available at: <<http://www.gallup.com/businessjournal/316/truth-about-turnover.aspx>> [Accessed 16 January 2017].

were then followed by observations of the workspace/production site. Employees who work in the warehouse are in direct contact with heavy equipment, especially for the finishing team. There are speakers and CCTV installed in several corners of the warehouse. Based on an explanation from one of the company owners, the presence of CCTV and speakers serves to control the activities carried out by employees.

Furthermore, research on the effect of job stress, job burnout, and perceived job quality in intention to stay is essential and urgent to study. Previous study has shown that burnout and job stress have the positive correlation with turnover intention^[6]. The most important reason for this correlation between the variables to be known is because the owner in the industries can take preventive strategies to reduce job burnout and stress in the company so the employee will be satisfied with their job, happy with what they were doing and its impact on their decision to stay in the company.

The author realizes the negative impact of work fatigue is due to increasing workload, and overtime work. However, unfavorable relationships in the work environment, environmental safety, and job usefulness (shown how their abilities and skills impact society and other co-workers) also affect employees' work perceptions, which shows how effective the work environment is in meeting employees' needs. In this study, the author will discuss which factors significantly influence the intention to stay in the company and the effect of job satisfaction in mediating the relationship between variables and the intention to stay.

II. METHODOLOGY

First, the author begins the research by identifying and understanding what problems are currently happening in society by observing and interviewing several business owners in Klaten. Then, the author investigates and extracts data through several articles, journals, and news that are credible and clearly show data regarding current problems about the high turnover intention in business, especially small and medium enterprises. From this step, the author can conclude that the purpose of this study is to identify which factor significantly influences the decision to stay in the company and know the impact of job satisfaction as a mediator variable.

After that, the author will conduct a literature search to understand the subject better and ascertain its theoretical foundation. This section is created by compiling reports, articles, and other research conducted by other researchers. Based on the literature review findings, the author will develop a hypothesis that will be tested in this study.

The data collection technique used in this study uses a quantitative approach, where the researcher will distribute questionnaires to respondents who have worked for more than one year in the company concerned. Questionnaires were distributed directly in the company. Data from sample respondents will be processed by the PLS-SEM method using the SMART PLS application. All the research questions and objective answers listed in the introduction will be concluded in this section. Recommendations that are likely to be helpful for future studies on this topic may also be discussed in this stage.

III. RESULTS

125 respondents provided data that was successfully acquired and met the standards. PLS-SEM with the Smart-PLS 3 application will be used to process this data. There will be three steps to the data analysis: outer model analysis, inner model analysis, and hypothesis testing. The outer model analysis is done to confirm that the measurements utilized are appropriate for the measurements (valid and reliable). Tests carried out on the outer model include Convergent Validity, Discriminant Validity, Composite Reliability, Average Variance Extracted (AVE), and Multicollinearity (VIF). Convergent validity is considered eligible if the loading factor value is greater than 0.7. However, in some situations, especially for newly created surveys, loading criteria above 0.7 are not met. Consequently, a loading range of 0.40 to 0.70 should be considered stable^[7]. Based on the assessment of the validity of the loading factor in stage one, all loading values of more than 0.4 indicate that this study has met the requirements of the validity of the loading factor. A validity test was also carried out using the average variance extract (AVE) value.

PLS-SEM

Convergent Validity Test

Convergent validity has a function that determines whether or not the indicators used to represent a latent variable and the underlying latent variable are valid^[8]. As a result, the authors consider the outer loadings when assessing the reflective constructs' convergent validity.

Convergent validity is considered eligible if the loading factor value is greater than 0.7. However, in some situations, especially for newly created surveys, loading criteria above 0.7 are not met. Consequently, a loading range of 0.40 to 0.70 should be considered stable. Based on testing the validity of loading factors in Table 1, it is known that all loading values above 0.7 excluding PJQ10 and PJQ11, which means that they have met the validity requirements based on the loading value and 2 items will be deleted from the analysis.

⁶ Mullen, P. R., Malone, A., Denney, A., and Dietz, S. S. (2018). Job Stress, Burnout, Job Satisfaction, and Turnover Intention Among Student Affairs Professionals. *College Student Affairs Journal*, 36(1), 94–108. doi:10.1353/csj.2018.0006

⁷ Muhammad Halim (2019) Langkah-langkah dalam Melakukan Evaluasi Model Pengukuran Reflektif dengan Smart-PLS 3 | muhammadhalim22. Available at: <https://muhammadhalim22.wordpress.com/2019/10/27/langkah-langkah-dalam-melakukan-evaluasi-model-pengukuran-reflektif-dengan-smart-pls-3/> (Accessed: 31 May 2021).

⁸ Anwar Hidayat (2018) PLS SEM: Pengukuran Kecocokan Model (Inner dan Outer) - Uji Statistik. Available at: <https://www.statistikian.com/2018/08/pls-sem-pengukuran-kecocokan-model-inner-dan-outer.html> (Accessed: 31 May 2021).

The author obtained the following outer loading result:

TABLE I
INDICATOR RELIABILITY RESULT

	ITS	JB	JSa	JSt	PJQ
ITS01	0.931				
ITS02	0.904				
ITS03	0.907				
JB01		0.890			
JB02		0.870			
JB03		0.888			
JB04		0.849			
JB05		0.881			
JB06		0.866			
JB07		0.867			
JB08		0.865			
JB09		0.840			
JB10		0.842			
JB11		0.853			
JSa01			0.814		
JSa02			0.817		
JSa03			0.868		
JSa04			0.878		
JSa05			0.856		
JSa06			0.797		
JSa07			0.816		
JSa08			0.863		
JSa09			0.764		
JSt01				0.812	
JSt02				0.771	
JSt03				0.734	
JSt04				0.776	
JSt05				0.841	
JSt06				0.799	
JSt07				0.765	
JSt08				0.827	
JSt09				0.815	
JSt10				0.820	
JSt11				0.837	
JSt12				0.794	
JSt13				0.842	

JSt14				0.844	
JSt15				0.804	
PJQ02					0.836
PJQ03					0.822
PJQ04					0.800
PJQ05					0.838
PJQ06					0.773
PJQ07					0.743
PJQ08					0.761
PJQ09					0.766
PJQ10					0.677
PJQ11					0.683
PJQ01					0.805

Validity using Average Variance Extracted (AVE), Composite Reliability, and Cronbach alpha.

To further analyze the convergent validity of the reflective construct, the author will perform the convergent validity by measuring the average variance extracted (AVE). The author also will use composite reliability because it is more conservative, stable, and precise measure of internal consistency reliability^[9]. Following are the results from Cronbach alpha, AVE, and composite reliability:

TABLE II
VALIDITY USING CRONBACH ALPHA, AVERAGE VARIANCE EXTRACTED (AVE), AND COMPOSITE RELIABILITY

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Intention to Stay	0.901	0.938	0.835
Job Burnout	0.966	0.970	0.748
Job Satisfaction	0.944	0.953	0.691
Job Stress	0.961	0.965	0.650
Perceived Job Quality	0.933	0.943	0.600

Based on the results shown in Table 2, we can see that all variables have an AVE score above 0.5, therefore it can be said that all variables are valid. While the results of the composite reliability also show that all composite reliability scores are above 0.7, which means that all variables can be declared reliable. Cronbach alpha also showed the reliability scores are above 0.6, which means

⁹ Sholihin, M. and Ratmono, D. (2013) Analisis SEM-PLS dengan WarpPLS 7.0 untuk Hubungan Nonlinier dalam ... - Prof. Mahfud Sholihin, Dr. Dwi Ratmono . Available at:

that all variables declared reliable. Furthermore, the discriminant validity test was carried out using the Fornell-Larcker approach.

Discriminant Validity Test

Discriminant validity shows that two measures that are not supposed to be related are in fact, unrelated. Discriminant Validity is a sub-type of construct validity. Construct validity means that a test designed to measure a particular construct (i.e. intelligence) is actually measuring that construct. Table 3 shows that the value of the square root of AVE for each latent variable is greater than the value of the correlation between these latent variables and other latent variables. As a result, it can be concluded that it satisfies the criteria for discriminant validity.

Following the testing of the outer model for reflective indicators. For formative indicators, various tests are performed, including an examination of Multicollinearity.

TABLE III
DISCRIMINANT VALIDITY

	ITS	JBO	JSa	JSt	PJQ
Intention to Stay	0.914				
Job Burnout	-0.358	0.865			
Job Satisfaction	0.432	-0.292	0.831		
Job Stress	-0.502	0.374	-0.351	0.806	
Perceived Job Quality	0.331	0.045	0.332	-0.299	0.775

Multicollinearity (VIF)

Multicollinearity or The variance inflation factor (VIF) quantifies the degree of multicollinearity in a set of multiple regression variables. For each independent variable, this ratio is computed. A high VIF indicates that the independent variable associated with it is highly collinear with the other variables in the model. In case when the VIF value is between 5-10, it can be said that the indicator occurs multicollinearity. As a result, the tolerable VIF value is less than 5.

TABLE IV.
MULTICOLLINEARITY OR VARIANCE INFLATION FACTOR

	VIF
ITS01	3.264
ITS02	2.756
ITS03	2.672
JB01	4.154
JB02	3.791
JB03	4.601
JB04	3.596

JB05	4.314
JB06	3.816
JB07	4.128
JB08	3.703
JB09	4.286
JB10	4.062
JB11	3.124
JSa01	3.990
JSa02	2.645
JSa03	4.466
JSa04	4.261
JSa05	3.871
JSa06	3.386
JSa07	3.885
JSa08	4.358
JSa09	2.102
JSt01	4.012
JSt02	3.942
JSt03	2.195
JSt04	3.444
JSt05	3.056
JSt06	2.645
JSt07	2.502
JSt08	3.352
JSt09	3.086
JSt10	3.154
JSt11	3.980
JSt12	3.305
JSt13	4.881
JSt14	3.313
JSt15	3.426
PJQ02	2.903
PJQ03	4.886
PJQ04	3.759
PJQ05	4.104
PJQ06	3.755
PJQ07	3.257
PJQ08	3.790
PJQ09	3.399
PJQ10	2.619
PJQ11	3.442

As shown in Table 3, all the VIF values are less than five so there is no multicollinearity in this research. The authors evaluate the inner model after analyzing the outer model by looking at the value of the coefficient of determination. It is known from the PLS algorithm that the coefficient of determination for the intention to stay.

Coefficient of Determination

The coefficient of determination is a metric for determining how much variability in one component can be attributed to its connection with another ^[10]. Following are the adjusted R^2 from framework 1:

TABLE V.
COEFFICIENT OF DETERMINATION

	R Square	R Square Adjusted
Intention to Stay	0.371	0.350
Job Burnout	0.140	0.133
Job Satisfaction	0.228	0.208

Based on the results of the adjusted R^2 shown by Table 5, it is revealed that intention to stay has an adjusted R^2 score of 37,1%, which means that all variables such as job burnout, job stress, perceived job quality and job satisfaction can give an effect of 37,1% to intention to stay employee in their company. In other words, 37,1% of the dependent variable is predicted by the independent variable.

In terms of job burnout, it has an adjusted R^2 score of 13,3%, which means job stress can give a 13,3% effect to job burnout. That is to say, 13,3% of the dependent variable is predicted by the independent variable whereas job satisfaction has an adjusted R^2 score of 20,8%, meaning that job burnout, job stress and perceived job quality can give 20,8% effect on job satisfaction.

Hypothesis Testing

Hypothesis testing in PLS-SEM is commonly accomplished by calculating a P-value. If the P-value is less than 0.05, the variable is said to have a significant effect on the dependent variable^[11]. Furthermore, the authors will examine the path coefficient of each variable. Path coefficients are used to assess the significance and complexity of the interaction as well as the hypothesis. The following are the results of the PLS-SEM bootstrapping, which show the hypothesis testing results:

TABLE VI. DIRECT HYPOTHESIS TESTING

	Original Sample (O)	T Statistic	P Values
Job Burnout -> Intention to Stay	-0.242	3.264	0.001
Job Burnout -> Job Satisfaction	-0.240	2.402	0.008
Job Satisfaction -> Intention to Stay	0.210	2.005	0.023
Job Stress -> Intention to Stay	-0.430	6.241	0.000
Job Stress -> Job Burnout	0.374	3.898	0.000
Job Stress -> Job Satisfaction	-0.264	3.012	0.001
Perceived Job Quality -> Intention to Stay	0.241	2.629	0.004
Perceived Job Quality -> Job Satisfaction	0.290	3.138	0.001

TABLE VII
TOTAL EFFECT RESULT OF INDEPENDENT AND MEDIATING VARIABLES ON DEPENDENT VARIABLES

	Original Sample (O)	T Statistics (O/ST DEV)	P Values
Job Burnout -> Intention to Stay	-0.050	1.595	0.056
Job Stress -> Intention to Stay	-0.127	2.372	0.009
Perceived Job Quality -> Intention to Stay	0.061	1.762	0.039

Hypothesis H1 stated that job burnout is significantly influencing the employee decision to stay in the company, the effect of job burnout also stated based on the original sample are negative, so it means that job burnout has negative effect on intention to stay in other word its mean that more people feel burnout with their job they will be less decide to stay in company or they will be tend to leave the company. Based on the results of Table 6 it is known that hypothesis H1 is acceptable because the path coefficient showed a negative score (-0,242) and the P-value is 0,001 which is lower than the significance level of 0,05.

Hypothesis H2 stated that job burnout significantly influences job satisfaction in negative effect, it means that when employee feels burnout about what they are do in their job their will be less satisfy with their job. Based on the results of Table 6 it is known that hypothesis H2 is accepted because the path coefficient showed a negative score (-0,240) and the P-value is 0,008 which is lower than the significance level of 0,05. This means that

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¹¹ Kock, N. (2016) 'Hypothesis testing with confidence intervals and P values in PLS-SEM', International Journal of e-Collaboration, 12(3), pp. 1-6. doi: 10.4018/IJeC.2016070101.

burnout has a negative significant influence on the employee's intention to stay.

Hypothesis H3 stated that job satisfaction is significantly influencing the employee decision to stay. Based on the results of Table 6 it is known that hypothesis H3 is accepted because the path coefficient showed a positive score (0,210) and the P-value is 0,023 which is lower than the significance level of 0,05. This means job satisfaction has a positive significant influence on the employee's intention to stay in the company.

Hypothesis H4 stated that job stress has a significant negative effect of intention to stay, it means that employee that feels stress will be tend to leave the company rather than stay in the company. Based on the results of Table 4.14 it is known that hypothesis H4 is acceptable because the path coefficient showed a negative score (-0,430) and the P-value is 0,000 which is lower than the significance level of 0,05. This means that job stress has a negative significant effect on the intention to stay an employee in lumber industries at Klaten.

Hypothesis H5 stated that job stress has a significant negative effect of job burnout, it means that when employee feels more stress in the long time without being able to alter, change it will be became a burnout. Based on the results of Table 6 it is known that hypothesis H5 is accepted because the path coefficient showed a positive score (0,374) and the P-value is 0,000 which is lower than the significance level of 0,05. This means that job stress has a positive significant effect on intention to stay.

Hypothesis H6 stated that job stress has a significant negative effect on job satisfaction, it means that when people are stress with their job, they will be feel dissatisfy with their job. Based on the results of Table 6 it is known that hypothesis H6 is accepted because the path coefficient showed a negative score (-0,264) and the P-value is 0,001 which is lower than the significance level of 0,05. This means that the job stress has a negative significant influence on the intention to stay.

Hypothesis H7 stated that perceived job quality has a significant effect on intention to stay, it means when employee valued their work, job and working conditions are goods and meats their need they will be tend to stay in the company. Based on the results of Table 4.14 it is known that hypothesis H7 is accepted because the path coefficient showed a positive score (0,241) and the P-value is 0,004 which is lower than the significance level of 0,05. This means that perceived job quality has a positive significant influence on intention to stay.

Hypothesis H8 stated that perceived job quality has a significant effect on job satisfaction. Based on the results of Table 6 it is known that hypothesis H8 is accepted because the path coefficient showed a positive score (0,290) and the P-value is 0,001 which is lower than the significance level of 0,05. This means that perceived job quality has a positive significant influence on job satisfaction.

Based on the table VII it was found that job satisfaction as the partial mediation between variable perceived job quality and job stress toward intention to

stay, its mean that the independent variable is able to direct influence dependent variable without going through/involving the mediator variable. In other way, job satisfaction can be classified as full mediation because in the step 3 the result is not significance. Its mean that the independent variable is not able to significantly influence the dependent variable without going through the mediator variable.

IV. DISCUSSION

This study was conducted to find out what factors make employees decide to stay in lumber industries at Klaten, to understand the effect of job satisfaction as mediation variable, and to give the recommendation for management to create innovative ways to retain employee in company. Therefore, based on the results of the research found below, the author will discuss the results of this study in details.

The results of this study indicate that perceived job quality has a positive significant effect on intention to stay. Job stress and job burnout has a negative significant effect on job satisfaction and intention to stay. Job satisfaction is indicated as the mediation variable for job stress and perceived job quality toward intention to stay. As employees, they will decide to resign from the company because of the emotional exhaustion, depresionalisasin, agonizing job feeling and overwhelmed with the job. There are several dimensions that include job stress and burnout, so the owner and the supervisor in the company must pay attention to the workload, relationship between management and co-worker, ensuring all employees receive equal treatment and they should create a forum to accommodate all feedback from employees. Companies can provide organizational support for employees. The higher the perception of support felt by company employees, the lower the occurrence of emotional exhaustion which is part of burnout will be. To do so, companies must create fair and consistent policies so that their employees can feel supported by the organization¹². Some examples that can be done are conducting employee training and development, providing support not only financially, but also being emphatic and sympathetic with their needs and feelings (knowing the reason why they decrease in performance).

Based on the results of data processing, the intention to stay/keep working in the company is only influenced by 37.1% of the variables of burnout, job stress, perceived job quality and job satisfaction. The positive significant effect is only shown by the variable job satisfaction and perceived job quality. Therefore, it is important for the management to give full attention to job satisfaction and to the employee's perspectives on their work. It is likely

¹² Toly, A.A., 2001. Analisis faktor-faktor yang mempengaruhi turnover intentions pada staf kantor akuntan publik. *Jurnal Akuntansi dan Keuangan*, 3(2), pp.102-125.

that there are other variables that affect the intention to stay/work in the company. It is necessary for management to conduct an evaluation or peer review for superiors and employees to get direct input from employees and facilitate relationships within the organization.

The company is expected to be able to build good relationships with its employees to create comfort and safety at work. When employees feel comfortable and safe at work, it will make them commit to the organization. An employee can be dissatisfied with his job, but has no intention of leaving or moving to another company because of a strong commitment between himself and the company where he works. Therefore, he will continue to work to do his best accompanied by a strong drive to remain a member of the company. The following factors are mentioned by Pasewark and Strawser (in Toly, 2001) as the cause of turnover intention: a. Organizational commitment. Characteristics of organizational commitment include: one's loyalty to the organization, willingness to use effort on behalf of the organization, conformity between one's goals and organizational goals (goal congruence), and the desire to become a member of the organization¹³.

V. CONCLUSION

This research was conducted because of the high employee turnover among several SMes lumber industries at Klaten in several years ago. The objective of this study is to identify the effect of job burnout, job stress and perceived job quality on intention to stay, knowing the effect of job satisfaction as mediating variabel toward intention to stay. The results of the evaluation of these variables are expected to provide an overview for management to pay attention to the variables causing employees to choose to leave the company rather than to stay in the company. The results of this study prove the significant negative effect of burnout and job stress on employees' intention to stay in the company and on their job satisfaction and perceived job quality has a positive effect on job satisfaction and intention to stay. Presumably the owner of the company pays more attention to the variables that have a negative effect on the intention to stay and is able to provide a sense of security to the workers in order to stay in the company.

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