# DAFTAR LAMPIRAN

## Lampiran 1. Daftar Penelitian Terdahulu

| No | Nama Peneliti | Judul Penelitian | Hasil Penelitian |
|---|---|---|---|
| 1 | (William & Kahn, 1990) | *Psychological Conditions of Personal Engagement and Disengagement at Work.* | *Employee Engagement* sebagai komitmen karyawan secara pribadi dengan peran dan tanggung jawab dalam pekerjaan. |
| 2 | (Allen & Meyer, 1990) | *The measurement and antecedents of affective, continuance and normative commitment to the organization.* | *Organizational Commitment* sebagai bentuk psikologis hubungan antara karyawan dan organisasi mereka, dan memiliki pengaruh yang kuat seberapa jauh karyawan menetap pada organisasi tersebut |
| 3 | (Tepper *et al.*, 2004) | *Moderators of the Relationships Between Coworkers' Organizational Citizenship Behavior and Fellow Employees' Attitudes.* | Karyawan yang puas memberikan input penuh untuk mencapai tujuan organisasi, dukungan atasan dan dukungan rekan kerja juga mempengaruhi karyawan pada sebuah organisasi, karyawan yang berkomitmen adalah karyawan yang merasa puas dan terdapat beberapa faktor yang mempengaruhi tingkat kepuasan karyawan. |
| 4 | (Saks, 2006) | *Antecedents and consequences of employee engagement.* | Menunjukkan adanya hubungan positif antara *Employee Engagement* dan *Organizational Commitement*. Dalam studinya, Pekerjaan dan Keterikatan Organisasi dimediasi dari konsekuensi *Employee Engagement*, yang merupakan *Organizational Commitement*. |

| No | Nama Peneliti | Judul Penelitian | Hasil Penelitian |
|---|---|---|---|
| 5 | (Johnson, 2006) | *Journal of organizational culture, communications and conflict* | Keterikatan karyawan dapat meningkatkan produktivitas dan profitabilitas. |
| 6 | (Saks, 2006) | *Antecedents and consequences of employee engagement.* | Terdapat banyak faktor yang bisa pengaruh pemikiran karyawan terhadap pekerjaan (kondisi kerja, dukungan rekan kerja, dukungan atasan dll). |
| 7 | (Bakker & Leiter, 2010) | *Work Engagement.* | Keterikatan Karyawan yang tinggi lebih bersemangat dalam melakukan pekerjaan mereka. |
| 8 | (Pelit, 2011) | *The effects of employee empowerment on employee job satisfaction.* | Psikologis dan *behavioral* memiliki pengaruh yang lebih besar pada kepuasan kerja karyawan |
| 9 | (Andrew & Sofian, 2012) | *Individual Factors and Work Outcomes of Employee Engagement.* | Keterikatan karyawan sebagai salah satu pekerjaan perintis dalam mengadvokasi bahwa keterikatan karyawan harus diperiksa dengan membedakan antara keterikatan kerja dan keterikatan organisasi. |
| 10 | (Albdour & Altarawneh, 2014) | *Employee Engagement and Organizational Commitment: Evidence from Jordan.* | Menunjukkan adanya pengaruh dari *Employee Engagement* terhadap *Organizational Commitement* mereka. Ketika karyawan memiliki komitmen yang baik untuk kerja dan organisasi mereka, mereka cenderung memiliki kekuatan emosional psikologis dalam pekerjaan mereka. |

| No | Nama Peneliti | Judul Penelitian | Hasil Penelitian |
|---|---|---|---|
| 11 | (Zulkarnain & Hadiyani, 2014) | *Peranan Komitmen Organisasi dan Employee Engagement terhadap Kesiapan Karyawan untuk Berubah*. | Komitmen berorganisasi dan keterikatan karyawan berkontribusi terhadap kesiapan karyawan untuk berubah. |
| 12 | (Sohail *et al.*, 2014). | *Effect of Work Motivation and Organizational Commitment on Job Satisfaction: (A Case of Education Industry in Pakistan).* | Kepuasan kerja adalah bagaimana perasaan seorang karyawan selama bekerja |
| 13 | (Spreitzer, 2015) | *Social Structural Characteristics of Psychological Empowerement.* | Kepuasan kerja dapat diukur dengan cara yang berbeda seperti keterikatan kerja, komitmen kerja, dll. Kepuasan kerja berarti bagaimana cara karyawan melakukan pekerjaannya. Jika karyawan puas, ia juga menikmati pekerjaannya, pemberdayaan karyawan mengarah kepada kepuasan kerja dan dapat meningkatkan kesehatan mentalnya. |
| 14 | (Brummel, 2015). | *Examining workplace mindfulness and its relations to job performance and turnover intention.* | Perhatian kerja atau kepedulian terhadap karyawan dapat menurunkan intensi turnover karyawan. |
| 15 | (Lu, Gursoy, & Neale, 2015) | *Work engagement, job satisfaction, and turnover intentions* | Dedikasi menjadi barometer utama secara signifikan mengarah pada kepuasan kerja dan mengurangi intensi turnover dibandingkan dengan kekuatan dan penyerapan. |

| No | Nama Peneliti | Judul Penelitian | Hasil Penelitian |
|---|---|---|---|
| 16 | (Abid *et al.*, 2016) | *Promoting thriving at work and waning turnover intention: A relational perspective.* | Faktor lingkungan memengaruhi niat karyawan berhenti, jika karyawan berkembang di tempat kerja dia merasa energik dan mencoba memberikan input maksimalnya. |
| 17 | (Kang & Sung, 2017) | *How symmetrical employee communication leads to employee engagement and positive employee communication behaviors The mediation of employee-organization relationships* | Keterikatan karyawan dapat meningkatkan intensitas komunikasi antar karyawan, kepuasan kerja dan mengurangi niat karyawan untuk berhenti. |
| 18 | (Jones, 2018) | *The Relationship of Employee Engagement and Employee Job Satisfaction to Organizational Commitment* | Keterikatan karyawan berhubungan positif dengan kepuasan kerja dan komitmen berorganisasi. |
| 19 | (Moosa, 2019) | *Influence of Thrivingand Job Satisfaction on Turn Over Intention: Mediating Role of Job Satisfaction* | Keterikatan memiliki efek negatif pada niat turnover dan efek positif pada kepuasan kerja. Kepuasan kerja memediasi efek pada keinginan berkembang dan turnover. |
| 20 | (Anindita & Seda, 2019) | *How employee engagement mediates the influence of individual factors toward organizational commitment*. | *Organizational Commitment* dipengaruhi oleh tingkat *Employee Engagement*. Semakin tinggi *Employee Engagement* seseorang, semakin tinggi juga *Organizational Commitment*. |
| 21 | (Lea & Schumann, 2020) | *Turnover, Burnout, and Job Satisfaction of Certified Registered Nurse Anesthetists in the United States: Role of Job Characteristics and Personality* | Niat *turnover* berhubungan negatif dengan kepuasan kerja dan berhubungan positif dengan burnout. kepuasan kerja yang lebih tinggi, menurunkan kejenuhan, dan niat turn over. |

## Lampiran 2. Definisi Operasional Variabel

1. *Employee Engagement* : **(**Saks, 2006)

| ***Original Quesioner*** | ***Translate*** | **Operasionalisasi** |
|---|---|---|
| 1. *I really "throw" myself into my job.*<br>2. *Sometimes I am so into my job that I lose track of time*<br>3. *This job is all consuming; I am totally into it.*<br>4. *My mind often wanders and I think of other things when doing my job.*<br>5. *I am highly engaged in this job.*<br>6. *I am really not into the "goings-on" in this organization (R).*<br>7. *Being a member of this organization make me come "alive."*<br>8. *Being a member of this organization is exhilarating for me.*<br>9. *I am highly engaged in this organization.* | 1. Saya benar-benar "melemparkan" diri saya ke dalam pekerjaan saya.<br>2. Kadang-kadang saya sangat menyukai pekerjaan saya sehingga saya lupa waktu.<br>3. Pekerjaan ini memakan semua; Saya benar-benar menyukainya.<br>4. Pikiran saya sering mengembara dan saya memikirkan hal-hal lain ketika melakukan pekerjaan saya.<br>5. Saya sangat terlibat dalam pekerjaan ini.<br>6. Saya benar-benar tidak menyukai "kejadian-kejadian" di organisasi ini (R).<br>7. Menjadi anggota organisasi ini membuat saya menjadi "hidup".<br>8. Menjadi anggota organisasi ini sangat menggembirakan bagi saya.<br>9. Saya sangat terlibat dalam organisasi ini. | 1. Saya terjun langsung dalam pekerjaan saya.<br>2. Saya kadang - kadang lupa waktu dalam melakukan pekerjaan.<br>3. Pekerjaan ini menyita waktu tetapi saya menyukainya.<br>4. Pikiran saya kurang fokus ketika mengerjakan pekerjaan saya (R).<br>5. Saya sangat berkontribusi dalam pekerjaan ini.<br>6. Saya sangat tidak menyukai "kegiatan-kegiatan" pada organisasi ini (R).<br>7. Mengikuti organisasi ini menjadikan saya lebih hidup.<br>8. Saya merasa gembira menjadi anggota organisasi ini.<br>9. Saya sangat antusias dalam organisasi ini. |

2. *Individual factors* : (Robinson *et al.*, 2004)

| *Original Quesioner* | *Translate* | Operasionalisasi |
|---|---|---|
| 1. *I speak highly of this Trust to my friends*<br>2. *I would be happy for my friends and family to be treated here (This Trust is known as a good employer & This Trust has a good reputation generally)*<br>3. *I am proud to tell others I am part of this Trust*<br>4. *This Trust really inspires the very best in me in the way of job performance*<br>5. *I find that my values and the Trust's are very similar*<br>6. *I always do more than is actually required*<br>7. *I try to help others in this Trust whenever I can*<br>8. *I try to keep abreast of current developments in my area*<br>9. *I volunteer to do things outside my job that contribute to the Trust's objectives*<br>10. *I frequently make suggestions to improve the work of my team/ department/service* | 1. *Saya memuji Kepercayaan ini kepada teman-teman saya*<br>2. *Saya akan senang jika teman dan keluarga saya bergabung di sini (dikenal sebagai pemberi kerja yang baik & secara umum memiliki reputasi yang baik)*<br>3. *Saya bangga memberi tahu orang lain bahwa saya adalah bagian dari nya*<br>4. *Kepercayaan ini benar-benar menginspirasi yang terbaik dalam diri saya dalam cara kerja kinerja*<br>5. *Saya menemukan bahwa nilai-nilai saya dan Trust sangat mirip*<br>6. *Saya selalu melakukan lebih dari yang sebenarnya diminta*<br>7. *Saya mencoba membantu orang lain dalam Trust ini kapan pun saya bisa*<br>8. *Saya mencoba untuk mengikuti perkembangan terkini di daerah saya*<br>9. *Saya secara sukarela melakukan hal-hal di luar pekerjaan saya yang berkontribusi pada Trust tujuan*<br>10. *Saya sering memberikan saran untuk meningkatkan kerja tim saya /departemen / layanan* | 1. *Saya memberikan kepercayaan lebih kepada teman-teman saya*<br>2. *Saya akan senang jika teman dan keluarga saya bergabung di sini (dikenal sebagai pemilik yang baik & diketahui secara luas memiliki reputasi yang baik)*<br>3. *Saya senang memberitahu orang lain bahwa saya adalah bagian dari mereka*<br>4. *Kepercayaan ini benar-benar memberi inspirasi yang terbaik dalam diri saya dalam prestasi kerja*<br>5. *Saya dapati nilai dan kepercayaan saya sangat serupa*<br>6. *Saya selalu melakukan lebih daripada yang sebenarnya diperlukan*<br>7. *Saya coba menolong orang lain dalam Amanah ini kapanpun saya bisa*<br>8. *Saya mencoba mengikuti perkembangan terkini diwilayah saya*<br>9. *Saya secara sukarela melakukan apapun di luar pekerjaan saya demi tercapainya tujuan*<br>10. *Saya sering memberikan saran untuk meningkatkan kinerja/bagian/pelayanan pada tim saya* |

3. *Organizational Commitment* : (Rhoades *et al.*, 2001)

| *Original Quesioner* | *Translate* | Operasionalisasi |
|---|---|---|
| 1. *I would be happy to work at my organization until I retire.*<br>2. *Working at my organization has a great deal of personal meaning to me.*<br>3. *I really feel that problems faced by my organization are also my problems.*<br>4. *I feel personally attached to my work organization*<br>5. *I am proud to tell others I work at my organization.*<br>6. *I feel a strong sense of belonging to my organization.* | 1. Saya akan senang bekerja di organisasi saya, sampai saya pensiun.<br>2. Bekerja di organisasi saya memiliki banyak arti pribadi bagi saya.<br>3. Saya benar-benar merasa bahwa masalah yang dihadapi oleh organisasi saya juga masalah saya.<br>4. Saya merasa secara pribadi melekat pada organisasi pekerjaan saya<br>5. Saya bangga memberi tahu orang lain bahwa saya bekerja di organisasi saya.<br>6. Saya merasakan rasa memiliki yang kuat terhadap organisasi saya. | 1. Pekerjaan ini sangat berarti bagi saya.<br>2. Saya ikut merasakan atas permasalahan yang di hadapi oleh organisasi saya.<br>3. Organisasi saya adalah tubuh saya sendiri.<br>4. Saya bangga memeperkenalkan organisasi saya dimana saya saat ini bekerja.<br>5. Saya merasakan organisasi saya adalah milik saya sendiri.<br>6. Saya merasakan organisasi saya adalah milik saya sendiri. |

4. *Job Satisfaction* : (Saks, 2006)

| *Original Quesioner* | *Translate* | Operasionalisasi |
|---|---|---|
| 1. *All in all, I am satisfied with my job*<br>2. *In general, I do not like my job (R).*<br>3. *In general, I like working here.* | 1. Secara keseluruhan, saya puas dengan pekerjaan saya<br>2. Secara umum, saya tidak suka pekerjaan saya (R).<br>3. Secara umum, saya suka bekerja di sini. | 1. Saya puas dan menikmati semua pekerjaan saya.<br>2. Saya tidak menyukai semua pekerjaan saya (R)<br>3. Saya menyukai semua pekerjaan disini. |

5. *Intention to Quit :* (Saks, 2006)

| *Original Quesioner* | *Translate* | Operasionalisasi |
|---|---|---|
| 1. *I frequently think of quitting my job.*<br>2. *I am planning to search for a new job during the next twelve months*<br>3. *If I have my own way, I will be working for this organization one year from now (R).* | 1. Saya sering berpikir untuk berhenti dari pekerjaan saya.<br>2. Saya berencana mencari yang baru pekerjaan selama dua belas bulan ke depan<br>3. Jika saya memiliki cara saya sendiri, saya akan bekerja untuk organisasi ini satu tahun dari sekarang (R). | 1. Saya terkadang terpikirkan untuk berhenti pada pekerjaan saya.<br>2. Dalam setahun kedepan saya berencana mencari tempat kerja baru.<br>3. Jika saya diberikan kepercayaan, saya akan bekerja satu tahun dari sekarang pada organisasi tersebut (R) |

## Lampiran 3. Kuesioner Penelitian

Kepada Yth:
**Bapak /Ibu/Anda Responden**
di-
t e m p a t

Dengan hormat,
Dalam rangka penyelesaian tesis saya pada Program Magister Manajemen - Universitas Esa Unggul, dengan judul **" PENGARUH KETERIKATAN KARYAWAN TERHADAP KEPUASAN KERJA DAN NIAT UNTUK BERHENTI "** maka dengan segala kerendahan hati memohon bantuan Bapak/Ibu/Sdr untuk bersedia mengisi kuesioner ini. Pengumpulan data melalui kuesioner ini semata-mata hanya digunakan untuk maksud penyusunan tesis dan saya sepenuhnya menjamin kerahasiaan Bapak/Ibu/Sdr.
Kesediaan dan kerja sama yang Bapak / Ibu/Sdr berikan dalam bentuk informasi yang benar dan lengkap akan sangat mendukung keberhasilan penelitian ini. Selain itu jawaban yang Bapak/Ibu/Sdr berikan merupakan masukan yang sangat berharga bagi pengembangan retailer di Indonesia. Akhir kata saya mengucapkan terima kasih yang sebesar-besarnya atas bantuan dan kesediaan Bapak/Ibu/Sdr yang telah meluangkan waktunya dalam pengisian kuesioner ini.

Hormat saya,

**DEDE SUHENDAR**
Mahasiswa Magister Manajemen
Universitas Esa Unggul

# BAGIAN A: IDENTITAS RESPONDEN

**PETUNJUK PENGISIAN**

1. Keterikatan Karyawan adalah bentuk perilaku positif atau peran aktif karyawan dalam berorganisasi (memajukan sebuah organisasi).
2. Keseluruhan pertanyaan di bawah ini adalah berkaitan dengan faktor – faktor yang mempengaruhi kepuasan kerja.
3. Berilah tanda silang (X) pada angka jawaban yang Anda anggap paling sesuai dan isilah semua bagian tanpa ada yang terlewatkan.

**Data Diri:**
1. Nama/Inisial
   _____
2. Jenis Kelamin
   Centang salah satu yang sesuai.
   ☐ Laki-Laki
   ☐ Perempuan
3. Usia
   Centang salah satu yang sesuai.
   ☐ 17-21 tahun ☐ 22-26 tahun

☐ 27 -31 tahun
☐ 32- 36 tahun
☐ 36-40 tahun
☐ 41 - 45 tahun
☐ > 45 tahun

4. Pendidikan Formal
   Centang salah satu yang sesuai.

☐ SLTP - Sederajat
☐ SLTA - Sederajat
☐ D2/ D3
☐ Strata 1 (S1)
☐ Pasca Sarjana (S2)
☐ Doktoral (S3)

5. Apakah anda bekerja di Area Kawasan Multiguna ICONIC

☐ Ya
☐ Tidak

(Apabila jawaban Anda adalah "tidak" maka pengisian kuesioner tidak bisa dilanjutkan)

6. Apakah anda berstatus pekerja tetap/ Permanen ?

☐ Ya
☐ Tidak

(Apabila jawaban Anda adalah "tidak" maka pengisian kuesioner tidak bisa dilanjutkan)

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# BAGIAN B: PERTANYAAN INTI

**PETUNJUK PENGISIAN**

Petunjuk pengisian untuk bagian berikut: (Silakan memilih salah satu)

1. STS : Sangat Tidak Setuju
2. TS : Tidak Setuju
3. N : Antara Setuju dan Tidak setuju
4. S : Setuju
5. SS : Sangat Setuju

## I. *Employee Engagement* : Keterikatan Karyawan

Pertanyaan berikut menyangkut ***bagaimana pendapat Anda mengenai KETERIKATAN KARYAWAN DALAM PEKERJAANNYA***

Jawablah pertanyaan di bawah ini :

1. Saya terjun langsung dalam pekerjaan saya.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
2. Saya kadang - kadang lupa waktu dalam melakukan pekerjaan.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
3. Pekerjaan ini menyita waktu tetapi saya menyukainya.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
4. Pikiran saya kurang fokus ketika mengerjakan pekerjaan saya (R)

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
5. Saya sangat berkontribusi dalam pekerjaan ini.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
6. Saya sangat tidak menyukai "kegiatan-kegiatan" pada organisasi ini (R)

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
7. Mengikuti organisasi ini menjadikan saya lebih hidup

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
8. Saya merasa gembira menjadi anggota organisasi ini

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
9. Saya sangat antusias dalam organisasi ini

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

## II. *Individual factors* : Faktor Individu

Pertanyaan berikut menyangkut ***bagaimana pendapat Anda mengenai CARA MEMBUAT KARYAWAN AKTIF TERLIBAT DALAM BERORGANISASI ATAU DALAM DUNIA KERJA***

Jawablah pertanyaan di bawah ini :

1. Saya memberikan kepercayaan lebih kepada teman-teman saya.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

2. Saya akan senang jika teman dan keluarga saya bergabung di sini karena :
   Dikenal secara luas sebagai pemberi kerja yang baik dan memiliki reputasi yang baik.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
3. Saya senang memberitahu orang lain bahwa saya adalah bagian dari mereka.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
4. Kepercayaan ini benar-benar memberi inspirasi yang terbaik dalam diri saya dalam prestasi kerja.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
5. Saya mendapati nilai dan kepercayaan saya sangat seimbang.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
6. Saya selalu melakukan lebih daripada yang sebenarnya diperlukan.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
7. Saya coba menolong orang lain dalam kepercayaan ini kapanpun saya siap.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
8. Saya mencoba mengikuti perkembangan terkini diwilayah saya.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
9. Saya secara sukarela melakukan apapun di luar pekerjaan saya demi tercapainya tujuan.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
10. Saya sering memberikan saran untuk meningkatkan kinerja/bagian/pelayanan pada tim saya.
    STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

## III. *Organizational Commitment* : Komitmen Berorganisasi

Pertanyaan berikut menyangkut ***bagaimana pendapat Anda mengenai KETERIKATAN KARYAWAN MENJADI SEBUAH KOMITMEN DALAM BERORGANISASI***

Jawablah pertanyaan di bawah ini :

1. Saya menikmati pekerjaan saya hingga batas masa usia pensiun.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
2. Pekerjaan ini sangat berarti bagi saya.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS
3. Saya ikut merasakan atas permasalahan yang di hadapi oleh organisasi saya.
   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

4. Organisasi saya adalah tubuh saya sendiri.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

5. Saya bangga memeperkenalkan organisasi saya dimana saya saat ini bekerja.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

6. Saya merasakan organisasi saya adalah milik saya sendiri.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

**IV. *Job Satisfaction* : Kepuasan Kerja**

Pertanyaan berikut menyangkut ***bagaimana pendapat Anda mengenai KETERIKATAN KARYAWAN MEMPENGARUHI KEPUASAN KERJA***

Jawablah pertanyaan di bawah ini :

1. Saya puas dan menikmati semua pekerjaan saya.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

2. Saya tidak menyukai semua pekerjaan saya (R)

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

3. Saya menyukai semua pekerjaan disini.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

**V. *Intention to Quit* : Niat untuk Berhenti**

Pertanyaan berikut menyangkut ***bagaimana pendapat Anda mengenai KETERIKATAN KARYAWAN MEMPENGARUHI NIAT KARYAWAN UNTUK KELUAR***

Jawablah pertanyaan di bawah ini :

1. Saya terkadang terpikirkan untuk berhenti pada pekerjaan saya.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

2. Dalam setahun kedepan saya berencana mencari tempat kerja baru.

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

3. Jika saya diberikan kepercayaan, saya akan bekerja satu tahun dari sekarang pada organisasi tersebut (R)

   STS ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 SS

Terima kasih.

# Lampiran 4. Data Responden Penelitian

| Nomor Urut | Individual Factors | | | | | | Employee Engagement | | | | | | | | | Organizational Commitment | | | | Job Satisfaction | | | Intention to Quit | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 | EE1 | EE2 | EE3 | EE4 | EE5 | EE6 | EE7 | EE8 | EE9 | OC1 | OC2 | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 | IQ2 | IQ3 |
| 1 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 2 | 4 | 3 | 3 | 3 | 3 | 3 | 5 | 3 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 2 | 3 | 5 |
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| Nomor Urut | Individual Factors | | | | | | Employee Engagement | | | | | | | | | Organizational Commitment | | | | Job Satisfaction | | | Intention to Quit | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 | EE1 | EE2 | EE3 | EE4 | EE5 | EE6 | EE7 | EE8 | EE9 | OC1 | OC2 | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 | IQ2 | IQ3 |
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| Nomor Urut | Individual Factors | | | | | | Employee Engagement | | | | | | | | | Organizational Commitment | | | | Job Satisfaction | | | Intention to Quit | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 | EE1 | EE2 | EE3 | EE4 | EE5 | EE6 | EE7 | EE8 | EE9 | OC1 | OC2 | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 | IQ2 | IQ3 |
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| 142 | 4 | 4 | 4 | 3 | 3 | 3 | 5 | 4 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 3 | 4 |
| 143 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 |
| 144 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 145 | 4 | 4 | 5 | 5 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 3 | 3 | 5 |
| 146 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 4 |
| 147 | 4 | 3 | 3 | 3 | 3 | 3 | 5 | 3 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 2 | 3 | 4 |
| 148 | 3 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 149 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 3 | 4 |
| 150 | 3 | 3 | 4 | 4 | 3 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 3 | 4 |
| 151 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 |
| 152 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 153 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 4 |
| 154 | 4 | 4 | 4 | 3 | 3 | 3 | 5 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 3 | 4 |
| 155 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 3 | 4 |
| 156 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 4 |
| 157 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 |
| 158 | 5 | 4 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 | 3 | 4 |
| 159 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 160 | 4 | 2 | 2 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 |
| 161 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 3 | 4 |
| 162 | 4 | 3 | 3 | 3 | 3 | 3 | 5 | 3 | 4 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 5 | 4 | 2 | 3 | 3 |
| 163 | 4 | 3 | 5 | 5 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 |
| 164 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 165 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 3 | 4 |
| 166 | 4 | 4 | 5 | 5 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 5 | 5 | 3 | 3 | 5 |
| 167 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 5 |
| 168 | 4 | 3 | 5 | 5 | 3 | 4 | 4 | 3 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 |
| 169 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 170 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 3 | 4 |
| 171 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 3 | 5 | 4 | 5 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 4 | 3 | 4 | 3 |
| 172 | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 173 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 3 | 4 |
| 174 | 3 | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 4 | 3 | 4 |
| 175 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 4 |
| 176 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 |
| 177 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 178 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 179 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 5 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 2 |
| 180 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 181 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 182 | 4 | 3 | 3 | 3 | 4 | 4 | 5 | 3 | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 2 |
| 183 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 |
| 184 | 4 | 4 | 4 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 |
| 185 | 4 | 3 | 3 | 3 | 3 | 3 | 5 | 2 | 2 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 186 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 3 | 3 | 4 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 4 |
| 187 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 188 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 2 |
| 189 | 4 | 3 | 3 | 3 | 3 | 3 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 3 |
| 190 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 191 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 4 |
| 192 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 3 | 5 | 4 | 5 | 5 | 4 | 4 | 3 | 4 |
| 193 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| 194 | 4 | 4 | 4 | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 5 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 | 4 |
| 195 | 3 | 1 | 1 | 1 | 1 | 1 | 5 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 4 | 3 | 1 | 1 | 1 | 4 | 5 | 5 | 3 | 3 | 4 |

| Jenis Kelamin | Jumlah | % |
|---|---|---|
| Perempuan | 71 | 36% |
| Laki laki | 124 | 64% |
| **Total** | **195** | **100%** |

| Pendidikan | Jumlah | % |
|---|---|---|
| SLTP | 10 | 5% |
| SLTA | 105 | 54% |
| D2 | 31 | 16% |
| S1 | 49 | 25% |
| S2 | 0 | 0% |
| S3 | 0 | 0% |
| **Total** | **195** | **100%** |

| Usia | Jumlah | % |
|---|---|---|
| 17-21 | 0 | 0% |
| 22-26 | 35 | 18% |
| 27-31 | 46 | 24% |
| 32-36 | 74 | 38% |
| 36-40 | 23 | 12% |
| 41-45 | 4 | 2% |
| >45 | 13 | 7% |
| **Total** | **195** | **100%** |

Keterwakilan demografi Kawasan Multiguna Iconic didominasi oleh pekerja laki-laki 64%, untuk pendidikan mayoritas lulusan SLTA 54% dan rata-rata usia pekerja 32-36 sebanyak 38%.

## Lampiran 5. Output Analisa Validitas dan Reliabilitas menggunakan SPSS 23

```
FACTOR
  /VARIABLES IF1 IF2 IF3 IF4 IF5 IF6
  /MISSING LISTWISE
  /ANALYSIS IF1 IF2 IF3 IF4 IF5 IF6
  /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
  /ROTATION NOROTATE
  /METHOD=CORRELATION.
```

## Factor Analysis

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:14:17 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| Missing Value Handling | Definition of Missing | MISSING=EXCLUDE: User-defined missing values are treated as missing. |
| | Cases Used | LISTWISE: Statistics are based on cases with no missing values for any variable used. |

| | | |
|---|---|---|
| Syntax | | FACTOR<br>/VARIABLES IF1 IF2 IF3 IF4 IF5 IF6<br>/MISSING LISTWISE<br>/ANALYSIS IF1 IF2 IF3 IF4 IF5 IF6<br>/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION<br>/CRITERIA MINEIGEN(1) ITERATE(25)<br>/EXTRACTION PC<br>/ROTATION NOROTATE<br>/METHOD=CORRELATION. |
| Resources | Processor Time | 00:00:00,06 |
| | Elapsed Time | 00:00:00,57 |
| | Maximum Memory Required | 5544 (5,414K) bytes |

**Correlation Matrix[a]**

| | | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 |
|---|---|---|---|---|---|---|---|
| Correlation | IF1 | 1,000 | ,459 | ,418 | ,573 | ,550 | ,483 |
| | IF2 | ,459 | 1,000 | ,770 | ,396 | ,630 | ,362 |
| | IF3 | ,418 | ,770 | 1,000 | ,688 | ,535 | ,461 |
| | IF4 | ,573 | ,396 | ,688 | 1,000 | ,612 | ,698 |
| | IF5 | ,550 | ,630 | ,535 | ,612 | 1,000 | ,673 |
| | IF6 | ,483 | ,362 | ,461 | ,698 | ,673 | 1,000 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Sig. (1-tailed) | IF1 | | ,000 | ,000 | ,000 | ,000 | ,000 |
| | IF2 | ,000 | | ,000 | ,000 | ,000 | ,000 |
| | IF3 | ,000 | ,000 | | ,000 | ,000 | ,000 |
| | IF4 | ,000 | ,000 | ,000 | | ,000 | ,000 |
| | IF5 | ,000 | ,000 | ,000 | ,000 | | ,000 |
| | IF6 | ,000 | ,000 | ,000 | ,000 | ,000 | |

a. Determinant = ,017

**Inverse of Correlation Matrix**

| | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 |
|---|---|---|---|---|---|---|
| IF1 | 1,820 | -,893 | ,794 | -1,110 | -,155 | -,044 |
| IF2 | -,893 | 4,556 | -3,849 | 2,411 | -1,894 | ,147 |
| IF3 | ,794 | -3,849 | 5,269 | -3,356 | 1,099 | ,183 |
| IF4 | -1,110 | 2,411 | -3,356 | 4,468 | -1,031 | -1,212 |
| IF5 | -,155 | -1,894 | 1,099 | -1,031 | 3,043 | -1,074 |
| IF6 | -,044 | ,147 | ,183 | -1,212 | -1,074 | 2,451 |

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,667 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 776,327 |
| | df | 15 |
| | Sig. | ,000 |

**Anti-image Matrices**

| | | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 |
|---|---|---|---|---|---|---|---|
| Anti-image Covariance | IF1 | ,549 | -,108 | ,083 | -,137 | -,028 | -,010 |
| | IF2 | -,108 | ,219 | -,160 | ,118 | -,137 | ,013 |
| | IF3 | ,083 | -,160 | ,190 | -,143 | ,069 | ,014 |
| | IF4 | -,137 | ,118 | -,143 | ,224 | -,076 | -,111 |
| | IF5 | -,028 | -,137 | ,069 | -,076 | ,329 | -,144 |
| | IF6 | -,010 | ,013 | ,014 | -,111 | -,144 | ,408 |
| Anti-image Correlation | IF1 | ,797[a] | -,310 | ,256 | -,389 | -,066 | -,021 |
| | IF2 | -,310 | ,542[a] | -,786 | ,534 | -,509 | ,044 |
| | IF3 | ,256 | -,786 | ,584[a] | -,692 | ,274 | ,051 |
| | IF4 | -,389 | ,534 | -,692 | ,617[a] | -,280 | -,366 |
| | IF5 | -,066 | -,509 | ,274 | -,280 | ,760[a] | -,393 |
| | IF6 | -,021 | ,044 | ,051 | -,366 | -,393 | ,838[a] |

a. Measures of Sampling Adequacy(MSA)

**Communalities**

| | Initial | Extraction |
|---|---|---|
| IF1 | 1,000 | ,522 |
| IF2 | 1,000 | ,574 |
| IF3 | 1,000 | ,668 |
| IF4 | 1,000 | ,705 |
| IF5 | 1,000 | ,712 |
| IF6 | 1,000 | ,600 |

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3,780 | 63,007 | 63,007 | 3,780 | 63,007 | 63,007 |
| 2 | ,846 | 14,096 | 77,103 | | | |
| 3 | ,568 | 9,474 | 86,577 | | | |
| 4 | ,487 | 8,121 | 94,698 | | | |
| 5 | ,236 | 3,925 | 98,623 | | | |
| 6 | ,083 | 1,377 | 100,000 | | | |

Extraction Method: Principal Component Analysis.

**Component Matrix[a]**

| | Component |
|---|---|
| | 1 |
| IF1 | ,722 |
| IF2 | ,757 |
| IF3 | ,817 |
| IF4 | ,839 |
| IF5 | ,844 |
| IF6 | ,775 |

Extraction Method: Principal Component Analysis.[a]

a. 1 components extracted.

**Reproduced Correlations**

| | | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 |
|---|---|---|---|---|---|---|---|
| Reproduced Correlation | IF1 | ,522[a] | ,547 | ,590 | ,606 | ,610 | ,560 |
| | IF2 | ,547 | ,574[a] | ,619 | ,636 | ,639 | ,587 |
| | IF3 | ,590 | ,619 | ,668[a] | ,686 | ,690 | ,633 |
| | IF4 | ,606 | ,636 | ,686 | ,705[a] | ,709 | ,650 |
| | IF5 | ,610 | ,639 | ,690 | ,709 | ,712[a] | ,654 |
| | IF6 | ,560 | ,587 | ,633 | ,650 | ,654 | ,600[a] |
| Residual[b] | IF1 | | -,088 | -,172 | -,033 | -,060 | -,076 |
| | IF2 | -,088 | | ,151 | -,239 | -,009 | -,224 |
| | IF3 | -,172 | ,151 | | ,002 | -,154 | -,172 |
| | IF4 | -,033 | -,239 | ,002 | | -,096 | ,047 |
| | IF5 | -,060 | -,009 | -,154 | -,096 | | ,019 |
| | IF6 | -,076 | -,224 | -,172 | ,047 | ,019 | |

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 10 (66,0%) nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
  /VARIABLES EE1 EE2 EE3 EE4 EE5
  /MISSING LISTWISE
  /ANALYSIS EE1 EE2 EE3 EE4 EE5
  /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
```

/ROTATION NOROTATE

/METHOD=CORRELATION.

## Factor Analysis

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:15:46 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| Missing Value Handling | Definition of Missing | MISSING=EXCLUDE: User-defined missing values are treated as missing. |
| | Cases Used | LISTWISE: Statistics are based on cases with no missing values for any variable used. |

| | | |
|---|---|---|
| Syntax | | FACTOR<br>/VARIABLES EE1 EE2 EE3 EE4 EE5<br>/MISSING LISTWISE<br>/ANALYSIS EE1 EE2 EE3 EE4 EE5<br>/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION<br>/CRITERIA MINEIGEN(1) ITERATE(25)<br>/EXTRACTION PC<br>/ROTATION NOROTATE<br>/METHOD=CORRELATION. |
| Resources | Processor Time | 00:00:00,05 |
| | Elapsed Time | 00:00:00,06 |
| | Maximum Memory Required | 4100 (4,004K) bytes |

**Correlation Matrix[a]**

| | | EE1 | EE2 | EE3 | EE4 | EE5 |
|---|---|---|---|---|---|---|
| Correlation | EE1 | 1,000 | ,217 | ,347 | ,570 | ,404 |
| | EE2 | ,217 | 1,000 | ,518 | ,396 | ,297 |
| | EE3 | ,347 | ,518 | 1,000 | ,309 | ,646 |
| | EE4 | ,570 | ,396 | ,309 | 1,000 | ,442 |
| | EE5 | ,404 | ,297 | ,646 | ,442 | 1,000 |
| Sig. (1-tailed) | EE1 | | ,001 | ,000 | ,000 | ,000 |
| | EE2 | ,001 | | ,000 | ,000 | ,000 |

| | | | | | |
|---|---|---|---|---|---|
| EE3 | ,000 | ,000 | | ,000 | ,000 |
| EE4 | ,000 | ,000 | ,000 | | ,000 |
| EE5 | ,000 | ,000 | ,000 | ,000 | |

a. Determinant = ,192

**Inverse of Correlation Matrix**

| | EE1 | EE2 | EE3 | EE4 | EE5 |
|---|---|---|---|---|---|
| EE1 | 1,591 | ,178 | -,301 | -,825 | -,136 |
| EE2 | ,178 | 1,557 | -,874 | -,572 | ,284 |
| EE3 | -,301 | -,874 | 2,234 | ,368 | -1,224 |
| EE4 | -,825 | -,572 | ,368 | 1,822 | -,540 |
| EE5 | -,136 | ,284 | -1,224 | -,540 | 2,000 |

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,633 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 316,452 |
| | df | 10 |
| | Sig. | ,000 |

**Anti-image Matrices**

| | | EE1 | EE2 | EE3 | EE4 | EE5 |
|---|---|---|---|---|---|---|
| Anti-image Covariance | EE1 | ,628 | ,072 | -,085 | -,284 | -,043 |
| | EE2 | ,072 | ,642 | -,251 | -,202 | ,091 |
| | EE3 | -,085 | -,251 | ,448 | ,090 | -,274 |
| | EE4 | -,284 | -,202 | ,090 | ,549 | -,148 |
| | EE5 | -,043 | ,091 | -,274 | -,148 | ,500 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Anti-image Correlation | EE1 | ,702[a] | ,113 | -,159 | -,484 | -,077 |
| | EE2 | ,113 | ,600[a] | -,469 | -,340 | ,161 |
| | EE3 | -,159 | -,469 | ,595[a] | ,182 | -,579 |
| | EE4 | -,484 | -,340 | ,182 | ,625[a] | -,283 |
| | EE5 | -,077 | ,161 | -,579 | -,283 | ,659[a] |

a. Measures of Sampling Adequacy(MSA)

**Communalities**

| | Initial | Extraction |
|---|---|---|
| EE1 | 1,000 | ,475 |
| EE2 | 1,000 | ,419 |
| EE3 | 1,000 | ,615 |
| EE4 | 1,000 | ,549 |
| EE5 | 1,000 | ,611 |

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2,669 | 53,382 | 53,382 | 2,669 | 53,382 | 53,382 |
| 2 | ,923 | 18,453 | 71,835 | | | |
| 3 | ,726 | 14,511 | 86,346 | | | |
| 4 | ,438 | 8,756 | 95,102 | | | |
| 5 | ,245 | 4,898 | 100,000 | | | |

Extraction Method: Principal Component Analysis.

**Component Matrix[a]**

| | Component |
|---|---|
| | 1 |
| EE1 | ,689 |
| EE2 | ,648 |
| EE3 | ,784 |
| EE4 | ,741 |
| EE5 | ,782 |

Extraction Method: Principal Component Analysis.[a]

a. 1 components extracted.

**Reproduced Correlations**

| | | EE1 | EE2 | EE3 | EE4 | EE5 |
|---|---|---|---|---|---|---|
| Reproduced Correlation | EE1 | ,475[a] | ,446 | ,540 | ,511 | ,539 |
| | EE2 | ,446 | ,419[a] | ,508 | ,480 | ,506 |
| | EE3 | ,540 | ,508 | ,615[a] | ,581 | ,613 |
| | EE4 | ,511 | ,480 | ,581 | ,549[a] | ,579 |
| | EE5 | ,539 | ,506 | ,613 | ,579 | ,611[a] |
| Residual[b] | EE1 | | -,230 | -,194 | ,059 | -,135 |
| | EE2 | -,230 | | ,010 | -,084 | -,209 |
| | EE3 | -,194 | ,010 | | -,272 | ,033 |
| | EE4 | ,059 | -,084 | -,272 | | -,137 |
| | EE5 | -,135 | -,209 | ,033 | -,137 | |

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 8 (80,0%) nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
  /VARIABLES EE6 EE7 EE8 EE9
  /MISSING LISTWISE
  /ANALYSIS EE6 EE7 EE8 EE9
  /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
  /ROTATION NOROTATE
  /METHOD=CORRELATION.
```

## Factor Analysis

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:16:40 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| Missing Value Handling | Definition of Missing | MISSING=EXCLUDE: User-defined missing values are treated as missing. |

| | | |
|---|---|---|
| | Cases Used | LISTWISE: Statistics are based on cases with no missing values for any variable used. |
| Syntax | | FACTOR<br>/VARIABLES EE6 EE7 EE8 EE9<br>/MISSING LISTWISE<br>/ANALYSIS EE6 EE7 EE8 EE9<br>/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION<br>/CRITERIA MINEIGEN(1) ITERATE(25)<br>/EXTRACTION PC<br>/ROTATION NOROTATE<br>/METHOD=CORRELATION. |
| Resources | Processor Time | 00:00:00,05 |
| | Elapsed Time | 00:00:00,30 |
| | Maximum Memory Required | 2872 (2,805K) bytes |

**Correlation Matrix[a]**

| | | EE6 | EE7 | EE8 | EE9 |
|---|---|---|---|---|---|
| Correlation | EE6 | 1,000 | ,241 | ,287 | ,443 |
| | EE7 | ,241 | 1,000 | ,753 | ,606 |
| | EE8 | ,287 | ,753 | 1,000 | ,805 |
| | EE9 | ,443 | ,606 | ,805 | 1,000 |

| | | | | | |
|---|---|---|---|---|---|
| Sig. (1-tailed) | EE6 | | , 000 | ,000 | ,000 |
| | EE7 | ,000 | | ,000 | ,000 |
| | EE8 | ,000 | ,000 | | ,000 |
| | EE9 | ,000 | ,000 | ,000 | |

a. Determinant = ,120

**Inverse of Correlation Matrix**

| | EE6 | EE7 | EE8 | EE9 |
|---|---|---|---|---|
| EE6 | 1,269 | -,073 | ,309 | -,768 |
| EE7 | -,073 | 2,312 | -1,755 | ,044 |
| EE8 | ,309 | -1,755 | 4,229 | -2,479 |
| EE9 | -,768 | ,044 | -2,479 | 3,310 |

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,677 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 406,815 |
| | Df | 6 |
| | Sig. | ,000 |

**Anti-image Matrices**

| | | EE6 | EE7 | EE8 | EE9 |
|---|---|---|---|---|---|
| Anti-image Covariance | EE6 | ,788 | -,025 | ,058 | -,183 |
| | EE7 | -,025 | ,433 | -,179 | ,006 |
| | EE8 | ,058 | -,179 | ,236 | -,177 |
| | EE9 | -,183 | ,006 | -,177 | ,302 |

| | | | | | |
|---|---|---|---|---|---|
| Anti-image Correlation | EE6 | ,678[a] | -,043 | ,133 | -,374 |
| | EE7 | -,043 | ,758[a] | -,561 | ,016 |
| | EE8 | ,133 | -,561 | ,627[a] | -,663 |
| | EE9 | -,374 | ,016 | -,663 | ,677[a] |

a. Measures of Sampling Adequacy(MSA)

**Communalities**

| | Initial | Extraction |
|---|---|---|
| EE6 | 1,000 | ,279 |
| EE7 | 1,000 | ,697 |
| EE8 | 1,000 | ,846 |
| EE9 | 1,000 | ,817 |

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2,639 | 65,969 | 65,969 | 2,639 | 65,969 | 65,969 |
| 2 | ,849 | 21,233 | 87,203 | | | |
| 3 | ,365 | 9,135 | 96,338 | | | |
| 4 | ,146 | 3,662 | 100,000 | | | |

Extraction Method: Principal Component Analysis.

**Component Matrix[a]**

| | Component |
|---|---|
| | 1 |
| EE6 | ,528 |
| EE7 | ,835 |
| EE8 | ,920 |
| EE9 | ,904 |

Extraction Method: Principal Component Analysis.[a]

a. 1 components extracted.

**Reproduced Correlations**

| | | EE6 | EE7 | EE8 | EE9 |
|---|---|---|---|---|---|
| Reproduced Correlation | EE6 | ,279[a] | ,441 | ,486 | ,477 |
| | EE7 | ,441 | ,697[a] | ,768 | ,754 |
| | EE8 | ,486 | ,768 | ,846[a] | ,831 |
| | EE9 | ,477 | ,754 | ,831 | ,817[a] |
| Residual[b] | EE6 | | -,200 | -,199 | -,034 |
| | EE7 | -,200 | | -,015 | -,148 |
| | EE8 | -,199 | -,015 | | -,026 |
| | EE9 | -,034 | -,148 | -,026 | |

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 3 (50,0%) nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
  /VARIABLES OC1 OC2 OC3 OC4
  /MISSING LISTWISE
  /ANALYSIS OC1 OC2 OC3 OC4
  /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
  /ROTATION NOROTATE
  /METHOD=CORRELATION.
```

## Factor Analysis

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:21:57 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| Missing Value Handling | Definition of Missing | MISSING=EXCLUDE: User-defined missing values are treated as missing. |
| | Cases Used | LISTWISE: Statistics are based on cases with no missing values for any variable used. |

| | | |
|---|---|---|
| Syntax | | FACTOR<br>/VARIABLES OC1 OC2 OC3 OC4<br>/MISSING LISTWISE<br>/ANALYSIS OC1 OC2 OC3 OC4<br>/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION<br>/CRITERIA MINEIGEN(1) ITERATE(25)<br>/EXTRACTION PC<br>/ROTATION NOROTATE<br>/METHOD=CORRELATION. |
| Resources | Processor Time | 00:00:00,02 |
| | Elapsed Time | 00:00:00,09 |
| | Maximum Memory Required | 2872 (2,805K) bytes |

**Correlation Matrix[a]**

| | | OC1 | OC2 | OC3 | OC4 |
|---|---|---|---|---|---|
| Correlation | OC1 | 1,000 | ,447 | ,611 | ,544 |
| | OC2 | ,447 | 1,000 | ,584 | ,759 |
| | OC3 | ,611 | ,584 | 1,000 | ,691 |
| | OC4 | ,544 | ,759 | ,691 | 1,000 |
| Sig. (1-tailed) | OC1 | | ,000 | ,000 | ,000 |
| | OC2 | ,000 | | ,000 | ,000 |
| | OC3 | ,000 | ,000 | | ,000 |
| | OC4 | ,000 | ,000 | ,000 | |

a. Determinant = ,130

**Inverse of Correlation Matrix**

| | OC1 | OC2 | OC3 | OC4 |
|---|---|---|---|---|
| OC1 | 1,673 | -,027 | -,750 | -,371 |
| OC2 | -,027 | 2,399 | -,263 | -1,624 |
| OC3 | -,750 | -,263 | 2,281 | -,968 |
| OC4 | -,371 | -1,624 | -,968 | 3,103 |

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,771 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 390,972 |
| | df | 6 |
| | Sig. | ,000 |

**Anti-image Matrices**

| | | OC1 | OC2 | OC3 | OC4 |
|---|---|---|---|---|---|
| Anti-image Covariance | OC1 | ,598 | -,007 | -,197 | -,072 |
| | OC2 | -,007 | ,417 | -,048 | -,218 |
| | OC3 | -,197 | -,048 | ,438 | -,137 |
| | OC4 | -,072 | -,218 | -,137 | ,322 |
| Anti-image Correlation | OC1 | ,833[a] | -,014 | -,384 | -,163 |
| | OC2 | -,014 | ,753[a] | -,113 | -,595 |
| | OC3 | -,384 | -,113 | ,803[a] | -,364 |
| | OC4 | -,163 | -,595 | -,364 | ,725[a] |

a. Measures of Sampling Adequacy(MSA)

**Communalities**

| | Initial | Extraction |
|---|---|---|
| OC1 | 1,000 | ,578 |
| OC2 | 1,000 | ,698 |
| OC3 | 1,000 | ,742 |
| OC4 | 1,000 | ,809 |

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2,827 | 70,678 | 70,678 | 2,827 | 70,678 | 70,678 |
| 2 | ,607 | 15,167 | 85,845 | | | |
| 3 | ,348 | 8,695 | 94,540 | | | |
| 4 | ,218 | 5,460 | 100,000 | | | |

Extraction Method: Principal Component Analysis.

**Component Matrix[a]**

| | Component |
|---|---|
| | 1 |
| OC1 | ,761 |
| OC2 | ,835 |
| OC3 | ,862 |
| OC4 | ,899 |

Extraction Method:
Principal Component
Analysis.[a]

a. 1 components extracted.

**Reproduced Correlations**

| | | OC1 | OC2 | OC3 | OC4 |
|---|---|---|---|---|---|
| Reproduced Correlation | OC1 | ,578[a] | ,635 | ,655 | ,684 |
| | OC2 | ,635 | ,698[a] | ,720 | ,751 |
| | OC3 | ,655 | ,720 | ,742[a] | ,775 |
| | OC4 | ,684 | ,751 | ,775 | ,809[a] |
| Residual[b] | OC1 | | -,188 | -,044 | -,140 |
| | OC2 | -,188 | | -,135 | ,008 |
| | OC3 | -,044 | -,135 | | -,084 |
| | OC4 | -,140 | ,008 | -,084 | |

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 4 (66,0%) nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
  /VARIABLES JS1 JS2 JS3
  /MISSING LISTWISE
  /ANALYSIS JS1 JS2 JS3
  /PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
  /CRITERIA MINEIGEN(1) ITERATE(25)
  /EXTRACTION PC
  /ROTATION NOROTATE
  /METHOD=CORRELATION.
```

# Factor Analysis

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:22:45 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| Missing Value Handling | Definition of Missing | MISSING=EXCLUDE: User-defined missing values are treated as missing. |
| | Cases Used | LISTWISE: Statistics are based on cases with no missing values for any variable used. |
| Syntax | | FACTOR<br>/VARIABLES JS1 JS2 JS3<br>/MISSING LISTWISE<br>/ANALYSIS JS1 JS2 JS3<br>/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION<br>/CRITERIA MINEIGEN(1) ITERATE(25)<br>/EXTRACTION PC<br>/ROTATION NOROTATE<br>/METHOD=CORRELATION. |

| | | |
|---|---|---|
| Resources | Processor Time | 00:00:00,03 |
| | Elapsed Time | 00:00:00,35 |
| | Maximum Memory Required | 1860 (1,816K) bytes |

**Correlation Matrix[a]**

| | | JS1 | JS2 | JS3 |
|---|---|---|---|---|
| Correlation | JS1 | 1,000 | ,618 | ,549 |
| | JS2 | ,618 | 1,000 | ,600 |
| | JS3 | ,549 | ,600 | 1,000 |
| Sig. (1-tailed) | JS1 | | ,000 | ,000 |
| | JS2 | ,000 | | ,000 |
| | JS3 | ,000 | ,000 | |

a. Determinant = ,364

**Inverse of Correlation Matrix**

| | JS1 | JS2 | JS3 |
|---|---|---|---|
| JS1 | 1,759 | -,792 | -,491 |
| JS2 | -,792 | 1,918 | -,715 |
| JS3 | -,491 | -,715 | 1,698 |

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,711 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 194,130 |
| | df | 3 |
| | Sig. | ,000 |

**Anti-image Matrices**

| | | JS1 | JS2 | JS3 |
|---|---|---|---|---|
| Anti-image Covariance | JS1 | ,568 | -,235 | -,164 |
| | JS2 | -,235 | ,521 | -,219 |
| | JS3 | -,164 | -,219 | ,589 |
| Anti-image Correlation | JS1 | ,719[a] | -,431 | -,284 |
| | JS2 | -,431 | ,684[a] | -,396 |
| | JS3 | -,284 | -,396 | ,736[a] |

a. Measures of Sampling Adequacy(MSA)

**Communalities**

| | Initial | Extraction |
|---|---|---|
| JS1 | 1,000 | ,718 |
| JS2 | 1,000 | ,758 |
| JS3 | 1,000 | ,702 |

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2,178 | 72,604 | 72,604 | 2,178 | 72,604 | 72,604 |
| 2 | ,452 | 15,068 | 87,672 | | | |
| 3 | ,370 | 12,328 | 100,000 | | | |

Extraction Method: Principal Component Analysis.

**Component Matrix[a]**

| | Component |
|---|---|
| | 1 |
| JS1 | ,847 |
| JS2 | ,871 |
| JS3 | ,838 |

Extraction Method: Principal Component Analysis.[a]

a. 1 components extracted.

**Reproduced Correlations**

| | | JS1 | JS2 | JS3 |
|---|---|---|---|---|
| Reproduced Correlation | JS1 | ,718[a] | ,738 | ,710 |
| | JS2 | ,738 | ,758[a] | ,730 |
| | JS3 | ,710 | ,730 | ,702[a] |
| Residual[b] | JS1 | | -,120 | -,161 |
| | JS2 | -,120 | | -,130 |
| | JS3 | -,161 | -,130 | |

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 3 (100,0%) nonredundant residuals with absolute values greater than 0.05.

```
FACTOR
 /VARIABLES IQ1 IQ2 IQ3
 /MISSING LISTWISE
 /ANALYSIS IQ1 IQ2 IQ3
```

```
/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.
```

## Factor Analysis

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:23:48 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| Missing Value Handling | Definition of Missing | MISSING=EXCLUDE: User-defined missing values are treated as missing. |
| | Cases Used | LISTWISE: Statistics are based on cases with no missing values for any variable used. |

| | | |
|---|---|---|
| Syntax | | FACTOR<br>/VARIABLES IQ1 IQ2 IQ3<br>/MISSING LISTWISE<br>/ANALYSIS IQ1 IQ2 IQ3<br>/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION<br>/CRITERIA MINEIGEN(1) ITERATE(25)<br>/EXTRACTION PC<br>/ROTATION NOROTATE<br>/METHOD=CORRELATION. |
| Resources | Processor Time | 00:00:00,05 |
| | Elapsed Time | 00:00:00,06 |
| | Maximum Memory Required | 1860 (1,816K) bytes |

**Correlation Matrix[a]**

| | | IQ1 | IQ2 | IQ3 |
|---|---|---|---|---|
| Correlation | IQ1 | 1,000 | ,618 | ,257 |
| | IQ2 | ,618 | 1,000 | ,305 |
| | IQ3 | ,257 | ,305 | 1,000 |
| Sig. (1-tailed) | IQ1 | | ,000 | ,000 |
| | IQ2 | ,000 | | ,000 |
| | IQ3 | ,000 | ,000 | |

a. Determinant = ,556

**Inverse of Correlation Matrix**

| | IQ1 | IQ2 | IQ3 |
|---|---|---|---|
| IQ1 | 1,630 | -,969 | -,123 |
| IQ2 | -,969 | 1,679 | -,263 |
| IQ3 | -,123 | -,263 | 1,112 |

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,582 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 112,719 |
| | df | 3 |
| | Sig. | ,000 |

**Anti-image Matrices**

| | | IQ1 | IQ2 | IQ3 |
|---|---|---|---|---|
| Anti-image Covariance | IQ1 | ,613 | -,354 | -,068 |
| | IQ2 | -,354 | ,596 | -,141 |
| | IQ3 | -,068 | -,141 | ,899 |
| Anti-image Correlation | IQ1 | ,560[a] | -,586 | -,092 |
| | IQ2 | -,586 | ,555[a] | -,192 |
| | IQ3 | -,092 | -,192 | ,778[a] |

a. Measures of Sampling Adequacy(MSA)

**Communalities**

| | Initial | Extraction |
|---|---|---|
| IQ1 | 1,000 | ,714 |
| IQ2 | 1,000 | ,748 |
| IQ3 | 1,000 | ,351 |

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1,812 | 60,411 | 60,411 | 1,812 | 60,411 | 60,411 |
| 2 | ,808 | 26,922 | 87,333 | | | |
| 3 | ,380 | 12,667 | 100,000 | | | |

Extraction Method: Principal Component Analysis.

**Component Matrix[a]**

| | Component |
|---|---|
| | 1 |
| IQ1 | ,845 |
| IQ2 | ,865 |
| IQ3 | ,592 |

Extraction Method: Principal Component Analysis.[a]

a. 1 components extracted.

**Reproduced Correlations**

| | | IQ1 | IQ2 | IQ3 |
|---|---|---|---|---|
| Reproduced Correlation | IQ1 | ,714[a] | ,731 | ,500 |
| | IQ2 | ,731 | ,748[a] | ,512 |
| | IQ3 | ,500 | ,512 | ,351[a] |

| | | | | |
|---|---|---|---|---|
| Residual[b] | IQ1 | | -,113 | -,243 |
| | IQ2 | -,113 | | -,207 |
| | IQ3 | -,243 | -,207 | |

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 3 (100,0%) nonredundant residuals with absolute values greater than 0.05.

```
RELIABILITY
  /VARIABLES=IF1 IF2 IF3 IF4 IF5 IF6
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

## Reliability

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:24:41 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| | Matrix Input | |
| Missing Value Handling | Definition of Missing | User-defined missing values are treated as missing. |

| | | |
|---|---|---|
| | Cases Used | Statistics are based on all cases with valid data for all variables in the procedure. |
| Syntax | | RELIABILITY /VARIABLES=IF1 IF2 IF3 IF4 IF5 IF6 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA. |
| Resources | Processor Time | 00:00:00,00 |
| | Elapsed Time | 00:00:00,06 |

## Scale: ALL VARIABLES

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 195 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 195 | 100,0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,880 | 6 |

RELIABILITY

/VARIABLES=EE1 EE2 EE3 EE4 EE5

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

# Reliability

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:25:11 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| | Matrix Input | |
| Missing Value Handling | Definition of Missing | User-defined missing values are treated as missing. |
| | Cases Used | Statistics are based on all cases with valid data for all variables in the procedure. |
| Syntax | | RELIABILITY /VARIABLES=EE1 EE2 EE3 EE4 EE5 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA. |
| Resources | Processor Time | 00:00:00,00 |
| | Elapsed Time | 00:00:00,04 |

## Scale: ALL VARIABLES

**Case Processing Summary**

| | N | % |
|---|---|---|

| | | | |
|---|---|---|---|
| Cases | Valid | 195 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 195 | 100,0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,777 | 5 |

```
RELIABILITY
  /VARIABLES=EE6 EE7 EE8 EE9
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

## Reliability

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:25:44 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| | Matrix Input | |

| | | |
|---|---|---|
| Missing Value Handling | Definition of Missing | User-defined missing values are treated as missing. |
| | Cases Used | Statistics are based on all cases with valid data for all variables in the procedure. |
| Syntax | | RELIABILITY /VARIABLES=EE6 EE7 EE8 EE9 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA. |
| Resources | Processor Time | 00:00:00,03 |
| | Elapsed Time | 00:00:00,20 |

## Scale: ALL VARIABLES

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 195 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 195 | 100,0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,706 | 4 |

```
RELIABILITY
  /VARIABLES=OC1 OC2 OC3 OC4
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

# Reliability

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:26:06 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| | Matrix Input | |
| Missing Value Handling | Definition of Missing | User-defined missing values are treated as missing. |
| | Cases Used | Statistics are based on all cases with valid data for all variables in the procedure. |
| Syntax | | RELIABILITY /VARIABLES=OC1 OC2 OC3 OC4 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA. |
| Resources | Processor Time | 00:00:00,02 |
| | Elapsed Time | 00:00:00,22 |

## Scale: ALL VARIABLES

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 195 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 195 | 100,0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,861 | 4 |

```
RELIABILITY
  /VARIABLES=JS1 JS2 JS3
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

## Reliability

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:26:27 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |

| | | |
|---|---|---|
| | N of Rows in Working Data File | 195 |
| | Matrix Input | |
| Missing Value Handling | Definition of Missing | User-defined missing values are treated as missing. |
| | Cases Used | Statistics are based on all cases with valid data for all variables in the procedure. |
| Syntax | | RELIABILITY<br>/VARIABLES=JS1 JS2 JS3<br>/SCALE('ALL VARIABLES') ALL<br>/MODEL=ALPHA. |
| Resources | Processor Time | 00:00:00,00 |
| | Elapsed Time | 00:00:00,03 |

## Scale: ALL VARIABLES

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 195 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 195 | 100,0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,811 | 3 |

```
RELIABILITY
  /VARIABLES=IQ1 IQ2 IQ3
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

## Reliability

**Notes**

| | | |
|---|---|---|
| Output Created | | 17-NOV-2020 19:26:48 |
| Comments | | |
| Input | Data | C:\Users\HP\Documents\Untitled10.sav |
| | Active Dataset | DataSet1 |
| | Filter | <none> |
| | Weight | <none> |
| | Split File | <none> |
| | N of Rows in Working Data File | 195 |
| | Matrix Input | |
| Missing Value Handling | Definition of Missing | User-defined missing values are treated as missing. |
| | Cases Used | Statistics are based on all cases with valid data for all variables in the procedure. |
| Syntax | | RELIABILITY /VARIABLES=IQ1 IQ2 IQ3 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA. |
| Resources | Processor Time | 00:00:00,02 |
| | Elapsed Time | 00:00:00,22 |

## Scale: ALL VARIABLES

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 195 | 100,0 |
| | Excluded[a] | 0 | ,0 |
| | Total | 195 | 100,0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,667 | 3 |

SAVE OUTFILE='C:\Users\HP\Documents\Analisis Data Final\DEDE.sav'
/COMPRESSED.

## Lampiran 6. Data Perhitungan Contruct Reliability dan Variance Extracted

| Variable | Indikator | Faktor Loading | Error | Σ Faktor Loading | (Σ Faktor Loading)2 | Σ Error | CR | Σ (Faktor Loading)2 | VE |
|---|---|---|---|---|---|---|---|---|---|
| IF | IF1 | 0,65 | 0,58 | 4,48 | 20,0704 | 2,63 | 0,884143 | 3,3636 | 0,561198612 |
| | IF2 | 0,71 | 0,49 | | | | | | |
| | IF3 | 0,79 | 0,38 | | | | | | |
| | IF4 | 0,8 | 0,36 | | | | | | |
| | IF5 | 0,8 | 0,36 | | | | | | |
| | IF6 | 0,73 | 0,46 | | | | | | |
| EE | EE1 | 0,49 | 0,76 | 2,64 | 6,9696 | 2,19 | 0,7609066 | 1,8074 | 0,452143894 |
| | EE2 | 0,54 | 0,71 | | | | | | |
| | EE3 | 0,82 | 0,33 | | | | | | |
| | EE4 | 0,53 | 0,72 | | | | | | |
| | EE5 | 0,75 | 0,43 | | | | | | |
| | EE6 | 0,20 | 0,96 | | | | | | |
| | EE7 | 0,14 | 0,98 | | | | | | |
| | EE8 | 0,12 | 0,99 | | | | | | |
| | EE9 | 0,19 | 0,96 | | | | | | |
| OC | OC1 | 0,62 | 0,61 | 3,11 | 9,6721 | 1,53 | 0,8634185 | 2,4561 | 0,616166177 |
| | OC2 | 0,83 | 0,31 | | | | | | |
| | OC3 | 0,78 | 0,39 | | | | | | |
| | OC4 | 0,88 | 0,22 | | | | | | |
| JS | JS1 | 0,77 | 0,40 | 2,3 | 5,29 | 1,22 | 0,812596 | 1,7658 | 0,59139929 |
| | JS2 | 0,80 | 0,36 | | | | | | |
| | JS3 | 0,73 | 0,46 | | | | | | |
| IQ | IQ1 | 0,98 | 0,05 | 1,88 | 3,5344 | 1,58 | 0,6910684 | 1,4302 | 0,475117932 |
| | IQ2 | 0,63 | 0,6 | | | | | | |
| | IQ3 | 0,27 | 0,93 | | | | | | |

# Lampiran 7. Output Analisisa SEM Lisrel

```
DATE:  2/ 8/2021
TIME:  0:43

L I S R E L  8.80

BY

Karl G. Jöreskog & Dag Sörbom

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 The following lines were read from file
C:\Users\puji\Desktop\Dede\SYNTAX1.pr2:
 RAW DATA FROM FILE HASILDEDE.PSF
 LATENT VARIABLE: IF EE OC JS IQ
 RELATIONSHIPS:
 IF1=IF
 IF2=IF
 IF3=IF
 IF4=IF
 IF5=IF
 IF6=IF
 !EE1=EE
 EE2=EE
 EE3=EE
 EE4=EE
 EE5=EE
 !EE6=EE
 !EE7=EE
 !EE8=EE
 !EE9=EE
 OC1=OC
 OC2=OC
 OC3=OC
 OC4=OC
 JS1=JS
 JS2=JS
 JS3=JS
 IQ1=IQ
 IQ2=IQ
 !IQ3=IQ
```

```
IQ=OC JS
OC=EE IF
JS=EE
EE=IF

SET ERROR VARIANCE IQ1 TO ZERO
SET THE ERROR COVARIANCE IQ OC FREE
SET THE ERROR COVARIANCE IF3 IF2 FREE
SET THE ERROR COVARIANCE IF4 IF3 FREE
SET THE ERROR COVARIANCE IQ2 EE4 FREE
SET THE ERROR COVARIANCE EE3 EE2 FREE
ADMISSIBILITY CHECK OFF
SET THE ERROR COVARIANCE IF6 OC1 FREE
SET THE ERROR COVARIANCE IF1 OC4 FREE
SET THE ERROR COVARIANCE IQ1 OC3 FREE
SET THE ERROR COVARIANCE IF5 JS1 FREE
SET THE ERROR COVARIANCE OC2 EE2 FREE
SET THE ERROR COVARIANCE OC1 EE3 FREE
SET THE ERROR COVARIANCE IQ1 EE2 FREE
SET THE ERROR COVARIANCE IQ2 EE2 FREE
SET THE ERROR COVARIANCE EE4 EE2 FREE
SET THE ERROR COVARIANCE JS1 OC3 FREE
SET THE ERROR COVARIANCE IF3 IQ2 FREE
SET THE ERROR COVARIANCE JS3 OC4 FREE
SET THE ERROR COVARIANCE IF1 JS2 FREE
SET THE ERROR COVARIANCE OC1 EE5 FREE
SET THE ERROR COVARIANCE IQ1 OC2 FREE
SET THE ERROR COVARIANCE IF6 IQ2 FREE
SET THE ERROR COVARIANCE IF5 IF2 FREE
SET THE ERROR COVARIANCE JS2 OC3 FREE
SET THE ERROR COVARIANCE IF2 JS1 FREE
SET THE ERROR COVARIANCE IF4 OC2 FREE
SET THE ERROR COVARIANCE IF1 OC3 FREE
SET THE ERROR COVARIANCE IF2 IF1 FREE
SET THE ERROR COVARIANCE IF6 IF3 FREE
SET THE ERROR COVARIANCE IF6 OC4 FREE
SET THE ERROR COVARIANCE OC4 OC2 FREE
SET THE ERROR COVARIANCE JS OC FREE
SET THE ERROR COVARIANCE IF3 OC2 FREE
SET THE ERROR COVARIANCE IF1 IQ1 FREE
SET THE ERROR COVARIANCE JS3 JS2 FREE
SET THE ERROR COVARIANCE JS2 EE3 FREE
SET THE ERROR COVARIANCE IQ2 JS1 FREE
SET ERROR VARIANCE JS1 TO ZERO
SET THE ERROR COVARIANCE JS3 OC3 FREE
SET THE ERROR COVARIANCE IF6 JS2 FREE

OPTIONS:SC
PATH DIAGRAM
END OF PROBLEM

Sample Size =   195
```

Covariance Matrix

| | EE2 | EE3 | EE4 | EE5 | OC1 | OC2 |
|---|---|---|---|---|---|---|
| EE2 | 0.31 | | | | | |
| EE3 | 0.19 | 0.43 | | | | |
| EE4 | 0.13 | 0.12 | 0.37 | | | |
| EE5 | 0.08 | 0.21 | 0.13 | 0.25 | | |
| OC1 | 0.01 | 0.12 | 0.03 | 0.07 | 0.32 | |
| OC2 | 0.04 | -0.03 | -0.06 | -0.07 | 0.17 | 0.43 |
| OC3 | -0.01 | 0.03 | 0.01 | 0.02 | 0.24 | 0.26 |
| OC4 | 0.00 | 0.04 | 0.02 | 0.00 | 0.20 | 0.32 |
| JS1 | -0.01 | 0.04 | 0.04 | 0.04 | 0.10 | 0.02 |
| JS2 | -0.03 | 0.09 | 0.04 | 0.06 | 0.06 | -0.04 |
| JS3 | 0.01 | 0.02 | 0.06 | 0.02 | 0.05 | 0.00 |
| IQ1 | 0.08 | 0.02 | -0.08 | -0.01 | 0.14 | 0.17 |
| IQ2 | 0.13 | -0.02 | 0.07 | 0.02 | 0.08 | 0.10 |
| IF1 | 0.05 | 0.04 | 0.08 | 0.01 | 0.01 | 0.08 |
| IF2 | -0.01 | -0.04 | 0.01 | -0.05 | 0.06 | 0.21 |
| IF3 | 0.01 | 0.01 | 0.03 | -0.05 | 0.10 | 0.25 |
| IF4 | 0.08 | 0.04 | 0.04 | -0.03 | 0.08 | 0.23 |
| IF5 | 0.06 | -0.04 | 0.07 | -0.05 | 0.10 | 0.21 |
| IF6 | 0.05 | -0.04 | 0.08 | -0.04 | 0.16 | 0.23 |

Covariance Matrix

| | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 |
|---|---|---|---|---|---|---|
| OC3 | 0.46 | | | | | |
| OC4 | 0.30 | 0.42 | | | | |
| JS1 | 0.15 | 0.07 | 0.26 | | | |
| JS2 | 0.02 | 0.01 | 0.16 | 0.27 | | |
| JS3 | 0.00 | -0.03 | 0.13 | 0.14 | 0.22 | |
| IQ1 | 0.20 | 0.12 | 0.13 | 0.03 | 0.09 | 0.67 |
| IQ2 | 0.06 | 0.12 | 0.03 | -0.03 | 0.05 | 0.37 |
| IF1 | 0.01 | 0.14 | -0.02 | 0.03 | -0.02 | -0.14 |
| IF2 | 0.20 | 0.21 | 0.04 | -0.01 | -0.01 | 0.01 |
| IF3 | 0.23 | 0.22 | -0.01 | 0.01 | 0.00 | -0.04 |
| IF4 | 0.11 | 0.15 | -0.07 | 0.00 | 0.01 | -0.12 |
| IF5 | 0.20 | 0.22 | 0.06 | -0.01 | 0.02 | -0.01 |
| IF6 | 0.21 | 0.18 | -0.03 | -0.08 | -0.03 | -0.08 |

Covariance Matrix

| | IQ2 | IF1 | IF2 | IF3 | IF4 | IF5 |
|---|---|---|---|---|---|---|
| IQ2 | 0.53 | | | | | |
| IF1 | 0.01 | 0.35 | | | | |
| IF2 | -0.01 | 0.18 | 0.46 | | | |
| IF3 | -0.10 | 0.18 | 0.39 | 0.55 | | |
| IF4 | -0.02 | 0.27 | 0.21 | 0.40 | 0.63 | |
| IF5 | 0.09 | 0.24 | 0.31 | 0.29 | 0.36 | 0.54 |
| IF6 | 0.07 | 0.24 | 0.21 | 0.29 | 0.47 | 0.42 |

Covariance Matrix

| | IF6 |
|---|---|
| IF6 | 0.71 |

Number of Iterations =106
LISREL Estimates (Maximum Likelihood)

Measurement Equations

EE2 = 0.27*EE, Errorvar.= 0.31 , $R^2$ = 0.19
(0.028)
11.13

EE3 = 0.47*EE, Errorvar.= 0.20 , $R^2$ = 0.53
(0.054) (0.033)
8.69 5.92

EE4 = 0.32*EE, Errorvar.= 0.28 , $R^2$ = 0.27
(0.047) (0.030)
6.73 9.24

EE5 = 0.43*EE, Errorvar.= 0.063 , $R^2$ = 0.74
(0.074) (0.023)
5.77 2.72

OC1 = 0.38*OC, Errorvar.= 0.19 , $R^2$ = 0.44
(0.020)
9.39

OC2 = 0.50*OC, Errorvar.= 0.25 , $R^2$ = 0.49
(0.049) (0.027)
10.11 9.46

OC3 = 0.58*OC, Errorvar.= 0.13 , $R^2$ = 0.72
(0.054) (0.023)
10.64 5.65

OC4 = 0.55*OC, Errorvar.= 0.14 , $R^2$ = 0.68
(0.050) (0.020)
10.89 7.13

JS1 = 0.49*JS,, $R^2$ = 1.00

JS2 = 0.32*JS, Errorvar.= 0.16 , $R^2$ = 0.39
(0.026) (0.015)
12.44 10.59

JS3 = 0.24*JS, Errorvar.= 0.16 , $R^2$ = 0.27
(0.025) (0.015)
9.73 10.67

```
IQ1 = 0.84*IQ,, R² = 1.00

IQ2 = 0.53*IQ, Errorvar.= 0.31  , R² = 0.48
      (0.033)             (0.029)
       16.40               10.77


IF1 = 0.37*IF, Errorvar.= 0.21  , R² = 0.40
      (0.035)             (0.021)
       10.45               9.66

IF2 = 0.35*IF, Errorvar.= 0.35  , R² = 0.25
      (0.048)             (0.034)
       7.30                10.47

IF3 = 0.55*IF, Errorvar.= 0.24  , R² = 0.56
      (0.046)             (0.027)
       11.90               8.82

IF4 = 0.64*IF, Errorvar.= 0.21  , R² = 0.66
      (0.046)             (0.026)
       13.83               8.04

IF5 = 0.60*IF, Errorvar.= 0.20  , R² = 0.64
      (0.044)             (0.025)
       13.60               8.14

IF6 = 0.71*IF, Errorvar.= 0.23  , R² = 0.69
      (0.048)             (0.030)
       14.89               7.70

Error Covariance for EE3 and EE2 = 0.11
                                  (0.020)
                                    5.46
Error Covariance for EE4 and EE2 = 0.12
                                  (0.018)
                                    6.35
Error Covariance for OC1 and EE3 = 0.091
                                   (0.015)
                                     6.05
Error Covariance for OC1 and EE5 = 0.056
                                   (0.013)
                                     4.27
Error Covariance for OC2 and EE2 = 0.080
                                   (0.012)
                                     6.74
Error Covariance for OC4 and OC2 = 0.11
                                  (0.018)
                                    5.76
Error Covariance for JS1 and OC3 = 0.046
                                   (0.015)
                                     3.09
```

```
Error Covariance for JS2 and EE3 = 0.030
                                  (0.0096)
                                    3.14
Error Covariance for JS2 and OC3 = -0.02
                                   (0.015)
                                    -1.17
Error Covariance for JS3 and OC3 = -0.06
                                   (0.014)
                                    -4.14
Error Covariance for JS3 and OC4 = -0.06
                                  (0.0083)
                                    -7.53
Error Covariance for JS3 and JS2 = 0.063
                                  (0.0098)
                                     6.47
Error Covariance for IQ1 and EE2 = 0.12
                                   (0.022)
                                     5.40
Error Covariance for IQ1 and OC2 = 0.063
                                   (0.014)
                                     4.47
Error Covariance for IQ1 and OC3 = 0.073
                                   (0.018)
                                     4.08
Error Covariance for IQ2 and EE2 = 0.16
                                   (0.022)
                                     6.94
Error Covariance for IQ2 and EE4 = 0.11
                                   (0.020)
                                     5.36
Error Covariance for IQ2 and JS1 = -0.04
                                   (0.011)
                                    -3.49
Error Covariance for IF1 and OC3 = -0.08
                                   (0.013)
                                    -6.37
Error Covariance for IF1 and OC4 = 0.041
                                   (0.011)
                                     3.77
Error Covariance for IF1 and JS2 = 0.045
                                   (0.011)
                                     4.05
Error Covariance for IF1 and IQ1 = -0.08
                                   (0.015)
                                    -4.90
Error Covariance for IF2 and JS1 = 0.028
                                  (0.0089)
                                     3.10
Error Covariance for IF2 and IF1 = 0.069
                                   (0.011)
                                     6.26
Error Covariance for IF3 and OC2 = 0.041
                                  (0.0096)
                                     4.25
```

```
Error Covariance for IF3 and IQ2 = -0.07
                                  (0.012)
                                   -5.63
Error Covariance for IF3 and IF2 = 0.20
                                 (0.023)
                                  8.89
Error Covariance for IF4 and OC2 = 0.068
                                  (0.013)
                                    5.33
Error Covariance for IF4 and IF3 = 0.058
                                  (0.020)
                                    2.95
Error Covariance for IF5 and JS1 = 0.063
                                  (0.011)
                                    5.56
Error Covariance for IF5 and IF2 = 0.12
                                 (0.017)
                                   6.81
Error Covariance for IF6 and OC1 = 0.087
                                  (0.016)
                                    5.39
Error Covariance for IF6 and OC4 = -0.05
                                  (0.011)
                                   -4.52
Error Covariance for IF6 and JS2 = -0.04
                                  (0.013)
                                   -3.39
Error Covariance for IF6 and IQ2 = 0.055
                                  (0.017)
                                    3.17
Error Covariance for IF6 and IF3 = -0.07
                                  (0.015)
                                   -4.91
```

Structural Equations

```
EE = 0.051*IF, Errorvar.= 1.00 , R² = 0.0026
    (0.078)                (0.29)
     0.65                   3.39
OC = 0.073*EE + 0.56*IF, Errorvar.= 0.67 , R² = 0.33
    (0.063)    (0.081)             (0.12)
     1.15       6.97                5.52
JS = 0.13*EE, Errorvar.= 0.98  , R² = 0.016
    (0.072)             (0.095)
     1.75                10.39
IQ =  - 0.21*OC + 0.41*JS, Errorvar.= 1.01 , R² = -0.011
       (0.13)    (0.079)             (0.14)
      -1.65      5.12                 7.32
Error Covariance for JS and OC = 0.36
                                (0.075)
                                  4.77
Error Covariance for IQ and OC = 0.37
                                (0.10)
                                 3.73
```

Reduced Form Equations

EE = 0.051*IF, Errorvar.= 1.00, $R^2$ = 0.0026
(0.078)
0.65
OC = 0.57*IF, Errorvar.= 0.68, $R^2$ = 0.32
(0.082)
6.89
JS = 0.0065*IF, Errorvar.= 1.00, $R^2$ = 0.00
(0.011)
0.60
IQ = - 0.12*IF, Errorvar.= 0.99, $R^2$ = 0.014
(0.065)
-1.80

Correlation Matrix of Independent Variables

| | IF |
|---|---|
| | 1.00 |

Covariance Matrix of Latent Variables

| | EE | OC | JS | IQ | IF |
|---|---|---|---|---|---|
| EE | 1.00 | | | | |
| OC | 0.10 | 1.00 | | | |
| JS | 0.13 | 0.37 | 1.00 | | |
| IQ | 0.03 | 0.31 | 0.33 | 1.00 | |
| IF | 0.05 | 0.57 | 0.01 | -0.12 | 1.00 |

Goodness of Fit Statistics

Degrees of Freedom = 110
Minimum Fit Function Chi-Square = 327.38 (P = 0.0)
Normal Theory Weighted Least Squares Chi-Square = 287.61 (P = 0.0)
Estimated Non-centrality Parameter (NCP) = 177.61
90 Percent Confidence Interval for NCP = (131.22 ; 231.67)

Minimum Fit Function Value = 1.69
Population Discrepancy Function Value (F0) = 0.92
90 Percent Confidence Interval for F0 = (0.68 ; 1.19)
Root Mean Square Error of Approximation (RMSEA) = 0.091
90 Percent Confidence Interval for RMSEA = (0.078 ; 0.10)
P-Value for Test of Close Fit (RMSEA < 0.05) = 0.00

Expected Cross-Validation Index (ECVI) = 2.31
90 Percent Confidence Interval for ECVI = (2.07 ; 2.59)
ECVI for Saturated Model = 1.96
ECVI for Independence Model = 15.55
Chi-Square for Independence Model with 171 Degrees of Freedom=2978.93

Independence AIC = 3016.93
Model AIC = 447.61
Saturated AIC = 380.00
Independence CAIC = 3098.12
Model CAIC = 789.45
Saturated CAIC = 1191.87

Normed Fit Index (NFI) = 0.89
Non-Normed Fit Index (NNFI) = 0.88
Parsimony Normed Fit Index (PNFI) = 0.57
Comparative Fit Index (CFI) = 0.92
Incremental Fit Index (IFI) = 0.92
Relative Fit Index (RFI) = 0.83

Critical N (CN) = 88.36
Root Mean Square Residual (RMR) = 0.040
Standardized RMR = 0.092
Goodness of Fit Index (GFI) = 0.87
Adjusted Goodness of Fit Index (AGFI) = 0.77
Parsimony Goodness of Fit Index (PGFI) = 0.50

The Modification Indices Suggest to Add the

| Path to | from | Decrease in Chi-Square | New Estimate |
|---|---|---|---|
| OC1 | JS | 9.1 | 0.09 |
| OC2 | EE | 27.8 | -0.14 |

Standardized Solution

LAMBDA-Y

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE2 | 0.27 | - - | - - | - - |
| EE3 | 0.47 | - - | - - | - - |
| EE4 | 0.32 | - - | - - | - - |
| EE5 | 0.43 | - - | - - | - - |
| OC1 | - - | 0.38 | - - | - - |
| OC2 | - - | 0.50 | - - | - - |
| OC3 | - - | 0.58 | - - | - - |
| OC4 | - - | 0.55 | - - | - - |
| JS1 | - - | - - | 0.49 | - - |
| JS2 | - - | - - | 0.32 | - - |
| JS3 | - - | - - | 0.24 | - - |
| IQ1 | - - | - - | - - | 0.84 |
| IQ2 | - - | - - | - - | 0.53 |

LAMBDA-X

| | IF |
|---|---|
| IF1 | 0.37 |
| IF2 | 0.35 |
| IF3 | 0.55 |
| IF4 | 0.64 |
| IF5 | 0.60 |
| IF6 | 0.71 |

BETA

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE | - - | - - | - - | - - |
| OC | 0.07 | - - | - - | - - |
| JS | 0.13 | - - | - - | - - |
| IQ | - - | -0.21 | 0.41 | - - |

GAMMA

| | IF |
|---|---|
| EE | 0.05 |
| OC | 0.56 |
| JS | - - |
| IQ | - - |

Correlation Matrix of ETA and KSI

| | EE | OC | JS | IQ | IF |
|---|---|---|---|---|---|
| EE | 1.00 | | | | |
| OC | 0.10 | 1.00 | | | |
| JS | 0.13 | 0.37 | 1.00 | | |
| IQ | 0.03 | 0.31 | 0.33 | 1.00 | |
| IF | 0.05 | 0.57 | 0.01 | -0.12 | 1.00 |

PSI

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE | 1.00 | | | |
| OC | - - | 0.67 | | |
| JS | - - | 0.36 | 0.98 | |
| IQ | - - | 0.37 | - - | 1.01 |

Regression Matrix ETA on KSI (Standardized)

| | IF |
|---|---|
| EE | 0.05 |
| OC | 0.57 |
| JS | 0.01 |
| IQ | -0.12 |

Completely Standardized Solution

LAMBDA-Y

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE2 | 0.44 | - - | - - | - - |
| EE3 | 0.73 | - - | - - | - - |
| EE4 | 0.52 | - - | - - | - - |
| EE5 | 0.86 | - - | - - | - - |
| OC1 | - - | 0.66 | - - | - - |
| OC2 | - - | 0.70 | - - | - - |
| OC3 | - - | 0.85 | - - | - - |
| OC4 | - - | 0.82 | - - | - - |
| JS1 | - - | - - | 1.00 | - - |
| JS2 | - - | - - | 0.62 | - - |
| JS3 | - - | - - | 0.52 | - - |
| IQ1 | - - | - - | - - | 1.00 |
| IQ2 | - - | - - | - - | 0.69 |

LAMBDA-X

| | IF |
|---|---|
| IF1 | 0.63 |
| IF2 | 0.50 |
| IF3 | 0.75 |
| IF4 | 0.81 |
| IF5 | 0.80 |
| IF6 | 0.83 |

BETA

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE | - - | - - | - - | - - |
| OC | 0.07 | - - | - - | - - |
| JS | 0.13 | - - | - - | - - |
| IQ | - - | -0.21 | 0.41 | - - |

GAMMA

| | IF |
|---|---|
| EE | 0.05 |
| OC | 0.56 |
| JS | - - |
| IQ | - - |

Correlation Matrix of ETA and KSI

| | EE | OC | JS | IQ | IF |
|---|---|---|---|---|---|
| EE | 1.00 | | | | |
| OC | 0.10 | 1.00 | | | |
| JS | 0.13 | 0.37 | 1.00 | | |
| IQ | 0.03 | 0.31 | 0.33 | 1.00 | |
| IF | 0.05 | 0.57 | 0.01 | -0.12 | 1.00 |

PSI

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE | 1.00 | | | |
| OC | - - | 0.67 | | |
| JS | - - | 0.36 | 0.98 | |
| IQ | - - | 0.37 | - - | 1.01 |

THETA-EPS

| | EE2 | EE3 | EE4 | EE5 | OC1 | OC2 |
|---|---|---|---|---|---|---|
| EE2 | 0.81 | | | | | |
| EE3 | 0.27 | 0.47 | | | | |
| EE4 | 0.30 | - - | 0.73 | | | |
| EE5 | - - | - - | - - | 0.26 | | |
| OC1 | - - | 0.25 | - - | 0.20 | 0.56 | |
| OC2 | 0.18 | - - | - - | - - | - - | 0.51 |
| OC3 | - - | - - | - - | - - | - - | - - |
| OC4 | - - | - - | - - | - - | - - | 0.22 |
| JS1 | - - | - - | - - | - - | - - | - - |
| JS2 | - - | 0.09 | - - | - - | - - | - - |
| JS3 | - - | - - | - - | - - | - - | - - |
| IQ1 | 0.23 | - - | - - | - - | - - | 0.11 |
| IQ2 | 0.32 | - - | 0.23 | - - | - - | - - |

THETA-EPS

| | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 |
|---|---|---|---|---|---|---|
| OC3 | 0.28 | | | | | |
| OC4 | - - | 0.32 | | | | |
| JS1 | 0.14 | - - | - - | | | |
| JS2 | -0.05 | - - | - - | 0.61 | | |
| JS3 | -0.18 | -0.20 | - - | 0.26 | 0.73 | |
| IQ1 | 0.13 | - - | - - | - - | - - | - - |
| IQ2 | - - | - - | -0.10 | - - | - - | - - |

THETA-EPS

| | IQ2 |
|---|---|
| IQ2 | 0.52 |

THETA-DELTA-EPS

| | EE2 | EE3 | EE4 | EE5 | OC1 | OC2 |
|---|---|---|---|---|---|---|
| IF1 | - - | - - | - - | - - | - - | - - |
| IF2 | - - | - - | - - | - - | - - | - - |
| IF3 | - - | - - | - - | - - | - - | 0.08 |
| IF4 | - - | - - | - - | - - | - - | 0.12 |
| IF5 | - - | - - | - - | - - | - - | - - |
| IF6 | - - | - - | - - | - - | 0.18 | - - |

THETA-DELTA-EPS

| | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 |
|---|---|---|---|---|---|---|
| IF1 | -0.21 | 0.10 | - - | 0.15 | - - | -0.15 |
| IF2 | - - | - - | 0.08 | - - | - - | - - |
| IF3 | - - | - - | - - | - - | - - | - - |
| IF4 | - - | - - | - - | - - | - - | - - |
| IF5 | - - | - - | 0.17 | - - | - - | - - |
| IF6 | - - | -0.09 | - - | -0.10 | - - | - - |

THETA-DELTA-EPS

| | IQ2 |
|---|---|
| IF1 | - - |
| IF2 | - - |
| IF3 | -0.12 |
| IF4 | - - |
| IF5 | - - |
| IF6 | 0.08 |

THETA-DELTA

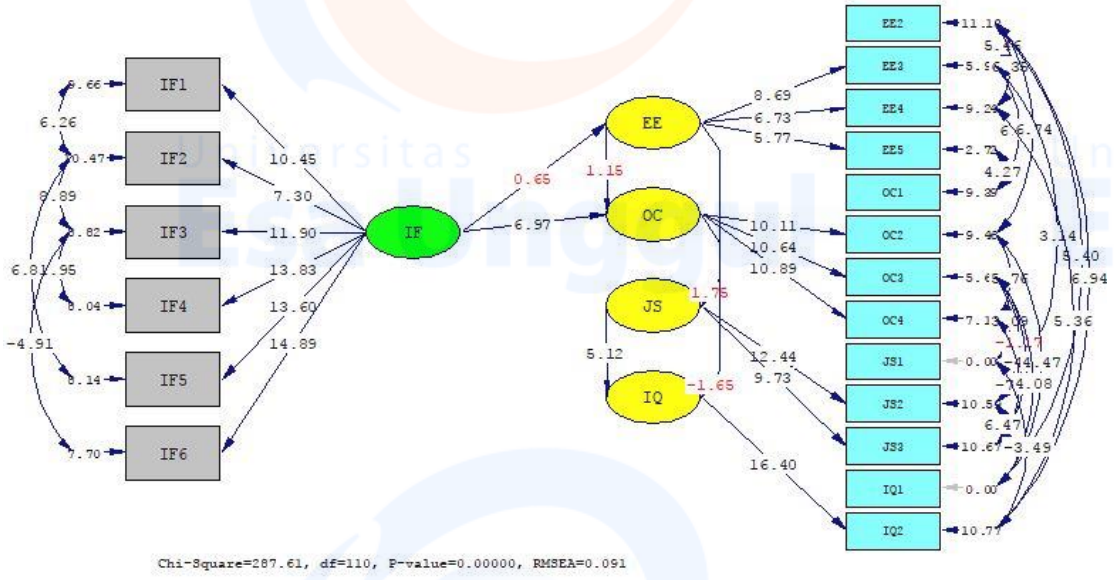
| | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 |
|---|---|---|---|---|---|---|
| IF1 | 0.60 | | | | | |
| IF2 | 0.17 | 0.75 | | | | |
| IF3 | - - | 0.40 | 0.44 | | | |
| IF4 | - - | - - | 0.10 | 0.34 | | |
| IF5 | - - | 0.23 | - - | - - | 0.36 | |
| IF6 | - - | - - | -0.12 | - - | - - | 0.31 |

Regression Matrix ETA on KSI (Standardized)

| | IF |
|---|---|
| EE | 0.05 |
| OC | 0.57 |
| JS | 0.01 |
| IQ | -0.12 |

Time used: 0.109 Seconds

## T-Value (Path Analysis)



# Lampiran 8. Hasil Analisa Goodnes of Fit

| *Group* | *Indicator* | *Value* | Keterangan |
|---|---|---|---|
| 1 | *Degree of Freedom* | 110 | *Marginal fit* |
| | *Minimum Fit Function Chi Square* | 327.38 | |
| | *Normal Theory WLS Chi Square* | 287.61 | |
| | NCP | 177.61 | |
| | *Confidence Interval* | 131.22 ; 231.67 | |
| 2 | RMSEA | 0.091 | *Marginal fit* |
| | *Confidence Interval* | 0.078 ; 0.10 | |
| | P *Value* | 0.00 | |
| 3 | ECVI *Model* | 2.31 | *Good fit* |
| | ECVI *Saturated* | 1.96 | |
| | ECVI *Independence* | 15.55 | |
| 4 | *Model* AIC | 447.61 | *Good fit* |
| | *Saturated* AIC | 380.00 | |
| | *Independence* AIC | 3016.93 | |
| | *Model* CAIC | 789.45 | |
| | *Saturated* CAIC | 1191.87 | |
| | *Independence* CAIC | 3098.12 | |
| 5 | NFI | 0.89 | *Marginal fit* |
| | NNFI | 0.88 | |
| | PNFI | 0.57 | |
| | CFI | 0.92 | |
| | IFI | 0.92 | |
| | RFI | 0.83 | |
| 6 | *Critical* N | 88.36 | *Poor fit* |
| 7 | RMR | 0.040 | *Marginal fit* |
| | SRMR | 0.092 | |
| | GFI | 0.87 | |
| | AGFI | 0.77 | |
| | PGFI | 0.50 | |

**Lampiran 9. Uji Plagiarisme**

# PENGARUH KETERIKATAN KARYAWAN TERHADAP KEPUASAN KERJA DAN NIAT UNTUK BERHENTI

*by* Dede Suhendar

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**Submission date:** 15-Feb-2021 01:25PM (UTC+0530)
**Submission ID:** 1509698487
**File name:** turnitin_koreksi.docx (206.31K)
**Word count:** 5576
**Character count:** 37782

UNIVERSITAS ESA UNGGUL

# PENGARUH KETERIKATAN KARYAWAN TERHADAP KEPUASAN KERJA DAN NIAT UNTUK BERHENTI

**TESIS**

Diajukan sebagai syarat untuk mendapatkan gelar

Magister Manajemen (MM)

DEDE SUHENDAR
NIM: 20180103190

PROGRAM STUDI MAGISTER MANAJEMEN
FAKULTAS EKONOMI BISNIS
UNIVERSITAS ESA UNGGUL
TAHUN 2021

Universitas Esa Unggul

**HALAMAN PERNYATAAN KEASLIAN**

Tesis yang saya buat adalah hasil karya yang saya buat sendiri, seluruh sumber yang dikutip maupun yang dijadikan rujukan saya nyatakan benar.

Nama : Dede Suhendar

NIM : 20180103190

Tanda tangan :

Tanggal :

Universitas Esa Unggul

## HALAMAN PENGESAHAN

Tesis ini diajukan oleh:

Nama : Dede Suhendar

NIM : 20180103190

Program Studi : Magister Manajemen

Judul Tesis : **"Pengaruh Keterikatan Karyawan Terhadap Kepuasan Karyawan dan niat untuk berhenti"**

Telah berhasil dipertahankan di hadapan Tim Penguji dan diterima sebagai bagian persyaratan yang diperlukan untuk memperoleh gelar Magister Manajemen pada Program Studi Magister Manajemen Fakultas Ekonomi dan Bisnis, Universitas Esa Unggul.

TIM PENGUJI

Pembimbing : Dr.Tantri Yanuar R Syah, SE., MSM (.....)

Penguji : Dr. Rina Anindita SE., MM (.....)

Penguji : Dr. Ir. Dimas Angga Negara, MM (.....)

Ditetapkan di : Jakarta

Tanggal : .....

Ketua Program Studi : Dr. Rina Anindita SE., MM (.....)

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## UCAPAN TERIMA KASIH

Kami panjatkan Puji syukur kepada Allah Subhanahu Wa Ta'ala. Atas seluruh berkat dan rahmat-Nya, tesis ini dapat saya selesaikan. Dalam rangka memenuhi salah satu syarat untuk mendapatkan gelar Magister Manajemen pada Fakultas Ekonomi dan Bisnis Universitas Esa Unggul Penulisan tesis ini dibuat.

Tesis ini akan sulit saya selesaikan tanpa bantuan dan bimbingan dari berbagai pihak. Oleh karena itu, saya ucapkan terima kasih yang paling mendalam kepada semua pihak yang membantu penyelesaian tesis ini, yaitu:

1. Bapak Dr. Ir. Arief Kusuma Among Praja, MBA, IPU selaku Rektor Universitas Esa Unggul.
2. Bapak Dr. Tantri Yanuar R. Syah, MSM selaku Dekan Fakultas Ekonomi dan Bisnis Universitas Esa Unggul. Ketua Program Studi Magister Manajemen sekaligus Dosen Pembimbing, yang telah memberikan arahan dan bimbingan dalam penyusunan tesis ini.
3. Bapak Dr. Ir. Dimas Angga Negara, MM dan Ibu Dr. Rina Anindita SE., MM selaku Dosen Penguji yang selalu memberikan perbaikan, saran dan masukan dalam penyusunan tesis ini.
4. Kedua orang tua saya, Istri (Ummi Hanny Sholina), anak -anak (Amanda Suhendar, Aqhar Barru Suhendar dan Anindya Hawa Suhendar), dan segenap keluarga yang sudah memberikan dukungan dan semangatnya.
5. Seluruh teman-teman MM Citra Raya Angkatan 69 dan semua orang yang telah memberi dukungan, kebersamaan dan membantu terselesaikannya tesis ini.
6. Seluruh responden Karyawan yang bekerja di Kawasan Multi Guna Iconic yang telah bersedia meluangkan waktunya untuk menjawab kuesioner penelitian, serta berbagai pihak yang tidak dapat penulis sebutkan satu persatu.

Semoga tesis ini memberikan kontribusi dan bermanfaat pada perkembangan ilmu pengetahuan dan memberikan implikasi manajerial yang positif pada banyak pihak.

Jakarta, ..... Februari 2021

Dede Suhendar

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## HALAMAN PERNYATAAN SEBAGAI PERSETUJUAN PUBLIKASI KARYA ILMIAH DEMI KEPENTINGAN AKADEMIS

Sebagai bagian dari civitas akademika Universitas Esa Unggul, saya yang bertanda tangan di bawah ini:

Nama : Dede Suhendar
NIM : 20180103190
Program Studi : Magister Manajemen
Jenis Karya Ilmiah : Tesis

Sebagai bagian dari pengembangan ilmu pengetahuan, teknologi, dan seni, saya menyetujui untuk memberikan kepada Universitas Esa Unggul Hak Bebas Royalti Noneksklusif atas karya ilmiah saya yang berjudul:

**"PENGARUH KETERIKATAN KARYAWAN TERHADAP KEPUASAN KERJA DAN NIAT UNTUK BERHENTI"**

Dengan segala perangkatnya (bila diperlukan). Hak bebas Royalti Noneksklusif ini, maka Universitas Esa Unggul dapat menyimpan mengalih mediakan, mengelola kedalam pangkalan data serta merawat, mempublikasikan tugas akhir saya selama mencantumkan nama saya selaku penulis dan pencipta sebagai pemilik Hak Cipta.

Demikian pernyataan ini saya buat dengan sebenarnya.

Dibuat di : Jakarta
Pada tanggal : ..... Februari 2021

Yang menyatakan

(Dede Suhendar)

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## ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi bagaimana *employee engagement* mempengaruhi *Job Satisfaction* dan *Intention to Quit*.

Pada penelitian yang dilakukan ini merupakan modifikasi dari literatur sebelumnya yaitu *"How employee engagement mediates the influence of individual factors toward organizational commitment"* namun demikian penelitian sebelumnya hanya meneliti bagaimana *employee engagement* memediasi *Individual Factor* terhadap *Organizational Commitment*, maka pada penelitian ini peneliti lebih mengeksplorasi sejauh mana *employee engagement* memediasi *Individual Factor* terhadap *Job Satisfaction* dan *Intention to Quit*.

Selain itu penelitian sebelumnya dilakukan pada karyawan Industri MICE di Indonesia, sedangkan penelitian ini dilakukan pada karyawan tetap yang bekerja di Kawasan Multiguna Iconic Tangerang – Indonesia. Survei menggunakan metode *purpose sampling* pada 195 responden karyawan tetap, penelitian dilakukan merupakan penelitian kuantitatif dengan metode Structural Equation Model (SEM).

Temuan dari studi ini adalah *employee engagement* mengarah dan berpengaruh positif terhadap *Job Satisfaction* namun tidak secara langsung mempengaruhi terhadap *Intention to Quit*.

Kata Kunci: *Employee engagement, Individual Factor, Organizational Commitment, Job Satisfaction, Intention to Quit*.

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## ABSTRACT

The purpose of this study was to explore how employee engagement affects Job Satisfaction and Intention to Quit.

This study is a modification of the previous research, namely "How employee engagement mediates the influence of individual factors toward organizati onal commitment". However, the previous research only examined how employee engagement mediates individual factors on organizational commitment, so in this study researchers further explored the extent to which employee engagement mediates Individual Factor on Job Satisfaction and Intention to Quit.

In addition, previous research was conducted on employees of the MICE Industry in Indonesia, while this research was conducted on permanent employees who work in the Iconic Multipurpose Area of Tangerang - Indonesia. The survey used purposive sampling method on 195 permanent employee respondents. The study was conducted in a quantitative study using the Structural Equation Model (SEM) method.

The findings of this study are employee involvement that leads and has a positive effect on Job Satisfaction but does not directly affect Intention to Quit.

Keyword: Employee engagement, Individual Factor, Organizational Commitment, Job Satisfaction, Intention to Quit.

# DAFTAR ISI

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## DAFTAR LAMPIRAN

Lampiran :

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## DAFTAR TABEL

Tabel:

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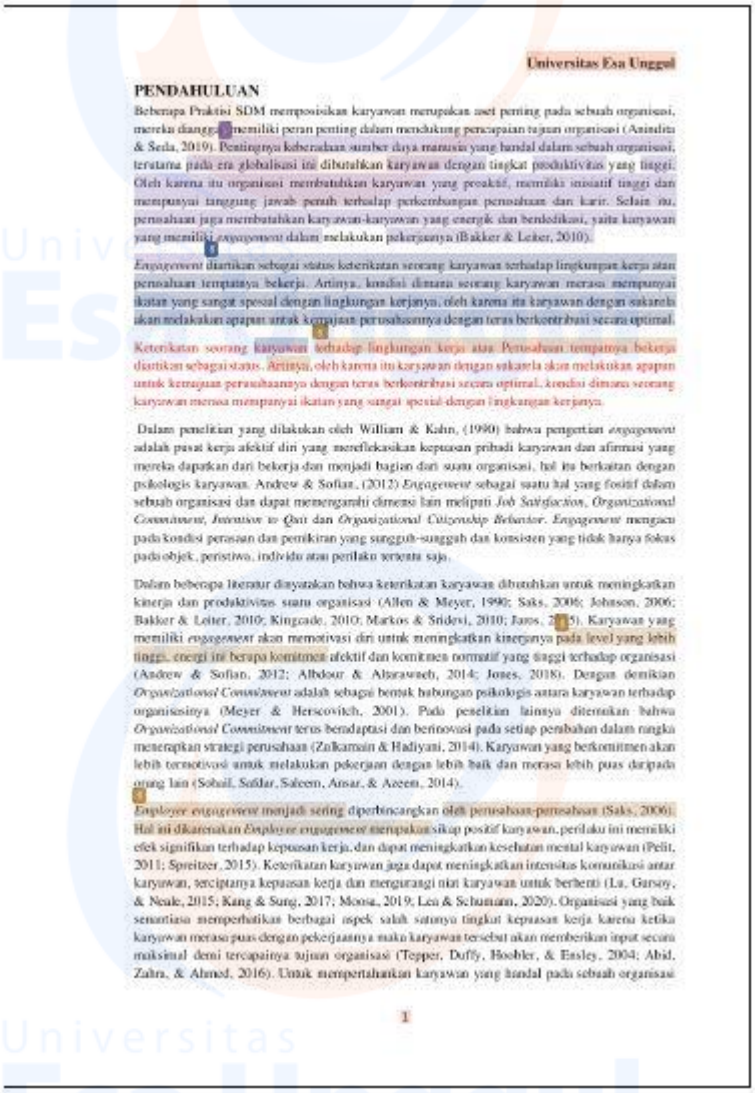
## DAFTAR GAMBAR

Gambar:





## PENDAHULUAN

Beberapa Praktisi SDM memposisikan karyawan merupakan aset penting pada sebuah organisasi, mereka dianggap memiliki peran penting dalam mendukung pencapaian tujuan organisasi (Anindita & Seda, 2019). Pentingnya keberadaan sumber daya manusia yang handal dalam sebuah organisasi, terutama pada era globalisasi ini dibutuhkan karyawan dengan tingkat produktivitas yang tinggi. Oleh karena itu organisasi membutuhkan karyawan yang proaktif, memiliki inisiatif tinggi dan mempunyai tanggung jawab penuh terhadap perkembangan perusahaan dan karir. Selain itu, perusahaan juga membutuhkan karyawan-karyawan yang energik dan berdedikasi, yaitu karyawan yang memiliki *engagement* dalam melakukan pekerjaannya (Bakker & Leiter, 2010).

*Engagement* diartikan sebagai status keterikatan seorang karyawan terhadap lingkungan kerja atau perusahaan tempatnya bekerja. Artinya, kondisi dimana seorang karyawan merasa mempunyai ikatan yang sangat spesial dengan lingkungan kerjanya, oleh karena itu karyawan dengan sukarela akan melakukan apapun untuk kemajuan perusahaannya dengan terus berkontribusi secara optimal.

Keterikatan seorang karyawan terhadap lingkungan kerja atau Perusahaan tempatnya bekerja diartikan sebagai status. Artinya, oleh karena itu karyawan dengan sukarela akan melakukan apapun untuk kemajuan perusahaannya dengan terus berkontribusi secara optimal, kondisi dimana seorang karyawan merasa mempunyai ikatan yang sangat spesial dengan lingkungan kerjanya.

Dalam penelitian yang dilakukan oleh William & Kahn, (1990) bahwa pengertian *engagement* adalah pusat kerja afektif diri yang mereflekasikan kepuasan pribadi karyawan dan afirmasi yang mereka dapatkan dari bekerja dan menjadi bagian dari suatu organisasi, hal itu berkaitan dengan psikologis karyawan. Andrew & Sofian, (2012) *Engagement* sebagai suatu hal yang positif dalam sebuah organisasi dan dapat memengaruhi dimensi lain meliputi *Job Satisfaction, Organizational Commitment, Intention to Quit* dan *Organizational Citizenship Behavior*. *Engagement* mengacu pada kondisi perasaan dan pemikiran yang sungguh-sungguh dan konsisten yang tidak hanya fokus pada objek, peristiwa, individu atau perilaku tertentu saja.

Dalam beberapa literatur dinyatakan bahwa keterikatan karyawan dibutuhkan untuk meningkatkan kinerja dan produktivitas suatu organisasi (Allen & Meyer, 1990; Saks, 2006; Johnson, 2006; Bakker & Leiter, 2010; Kingsade, 2010; Markos & Sridevi, 2010; Jans, 2015). Karyawan yang memiliki *engagement* akan memotivasi diri untuk meningkatkan kinerjanya pada level yang lebih tinggi, energi ini berupa komitmen afektif dan komitmen normatif yang tinggi terhadap organisasi (Andrew & Sofian, 2012; Albdour & Altarawneh, 2014; Jones, 2018). Dengan demikian *Organizational Commitment* adalah sebagai bentuk hubungan psikologis antara karyawan terhadap organisasinya (Meyer & Herscovitch, 2001). Pada penelitian lainnya ditemukan bahwa *Organizational Commitment* terus beradaptasi dan berinovasi pada setiap perubahan dalam rangka menerapkan strategi perusahaan (Zulkarnain & Hadiyani, 2014). Karyawan yang berkomitmen akan lebih termotivasi untuk melakukan pekerjaan dengan lebih baik dan merasa lebih puas daripada orang lain (Sohail, Safdar, Saleem, Ansar, & Azeem, 2014).

*Employee engagement* menjadi sering diperbincangkan oleh perusahaan-perusahaan (Saks, 2006). Hal ini dikarenakan *Employee engagement* merupakan sikap positif karyawan, perilaku ini memiliki efek signifikan terhadap kepuasan kerja, dan dapat meningkatkan kesehatan mental karyawan (Pelit, 2011; Spreitzer, 2015). Keterikatan karyawan juga dapat meningkatkan intensitas komunikasi antar karyawan, terciptanya kepuasan kerja dan mengurangi niat karyawan untuk berhenti (Lu, Garsoy, & Neale, 2015; Kang & Sung, 2017; Moosa, 2019; Leu & Schumann, 2020). Organisasi yang baik senantiasa memperhatikan berbagai aspek salah satunya tingkat kepuasan kerja karena ketika karyawan merasa puas dengan pekerjaannya maka karyawan tersebut akan memberikan input secara maksimal demi tercapainya tujuan organisasi (Tepper, Duffy, Hoobler, & Ensley, 2004; Abid, Zahra, & Ahmed, 2016). Untuk mempertahankan karyawan yang handal pada sebuah organisasi

dapat diperhatikan juga faktor dukungan kerja dan kepedulian terhadap karyawan karena faktor tersebut dapat menurunkan niat karyawan untuk keluar (Brummel, 2015).

Penelitian terkait pengaruh *Employee Engagement* dengan *output* meningkatkan *Job Satisfaction* dan menurunkan *Intention to Quit* sudah banyak diteliti di Benua Eropa, namun demikian seiring dengan perkembangan industri yang cukup pesat di Indonesia maka penelitian ini layak untuk dilakukan guna memberikan gambaran bagi pelaku usaha dalam rangka meningkatkan kinerja karyawan pada sebuah organisasi (Saks, 2006). Penelitian ini menggunakan kerangka yang sama dengan penelitian sebelumnya (Anindita & Seda, 2019) yaitu bagaimana keterikatan karyawan memediasi pengaruh faktor individu terhadap komitmen berorganisasi, namun dengan menambahkan variable *Job Satisfaction* dan *Intention to Quit*.

Tujuan penelitian ini adalah untuk mengetahui dan menguji keterikatan karyawan terhadap kepuasan kerja sehingga berkorelasi terhadap menurunnya niat karyawan untuk berhenti di wilayah Kawasan Multiguna Iconic Tangerang – Indonesia. Sehingga secara teoritis dapat meningkatkan pemahaman manajemen tentang keterikatan karyawan dan memberdayakan karyawan dilingkangan kerjanya supaya lebih produktif.

## TINJAUAN PUSTAKA

### *Individual Factor*

*Individual Factor* sebagai stimulus yang paling kuat dalam menciptakan *Employee Engagement* adalah adanya perasaan yang signifikan dan inklusivitas secara keseluruhan di antara karyawan. Ada beberapa hal yang dapat membuat komponen ini tersebut adalah: pertama, adanya keterikatan karyawan dalam pengambilan keputusan; kedua, karyawan merasa bebas untuk mengekspresikan pendapat mereka, dalam hal ini pengawas mendengarkan sudut pandang mereka sehingga karyawan merasa telah memberikan kontribusi terhadap perusahaan; ketiga, karyawan diberikan kesempatan untuk mengembangkan diri yang berkaitan dengan pekerjaan mereka; keempat, organisasi memberikan perhatian khusus pada kesejahteraan dan kesehatan para karyawan (Saks, 2006).

Beberapa poin disebutkan dalam penelitian lainnya *Employee Engagement* dikategorikan menjadi dua hal yaitu : keterikatan faktor individu dan keterikatan faktor organisasi. Pertama faktor individu yang dimaksud dalam *employee engagement* adalah perilaku yang dapat memotivasi karyawan secara individu untuk melakukan fungsi mereka dalam pekerjaan sehingga mereka dapat terlibat secara maksimal dalam pekerjaannya, kedua yang dimaksud dengan faktor organisasi adalah rangsangan yang dibentuk dalam organisasi untuk menuntut kinerja karyawan menjadi lebih baik (Andrew & Sofian, 2012). Kemudian komponen faktor individu harus ditangani dengan baik melalui pendekatan yang lebih tepat, agar karyawan dapat terlibat secara penuh dalam melaksanakan pekerjaannya (Markos & Sridevi, 2010).

### *Employee Engagement*

Saks (2006) mendefinisikan *Employee Engagement* berdasarkan sebenapa jauh individu memberikan perhatian penuh mereka dalam menjalankan peran yang mereka miliki. *Employee Engagement* sebagai komitmen karyawan secara pribadi dengan peran dan tanggung jawab dalam pekerjaannya. Dalam hal ini, digunakan psikologis individu, kognitif, dan perasaan emosional mereka untuk memberikan kinerja yang optimal dalam melaksanakan pekerjaan yang menjadi tanggung jawab mereka (William & Kahn, 1990). Komitmen terhadap organisasi dipengaruhi oleh beberapa faktor, baik secara emosional atau rasional yang langsung berhubungan dengan pekerjaan dan pengalaman kerja (Zulkarnain & Hadiyani, 2014).

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### *Organizational Commitment*

*Organizational Commitment* didefinisikan sebagai bentuk psikologis hubungan antara karyawan dan organisasi mereka, dan memiliki pengaruh yang kuat untuk mengukur seberapa jauh karyawan menetap pada organisasi tersebut (Allen & Meyer, 1990; Imron & Syah, 2020). Hal ini juga didukung oleh Zalkamain & Hadiyani (2014) yang menyatakan komitmen berorganisasi dan keterikatan karyawan berkontribusi terhadap kesiapan karyawan untuk berubah. *Organizational Commitment* dipengaruhi oleh tingkat *Employee Engagement* yang mereka miliki , semakin tinggi *Employee Engagement* seseorang semakin tinggi juga *Organizational Commitment* antar karyawan (Aniadito & Seda, 2019).

### *Job Satisfaction*

*Job Satisfaction* didefinisikan sebagai bentuk perasaan seorang karyawan selama melakukan pekerjaannya berusaha memberikan kinerja yang terbaik (Sohail *et al*., 2014; Aprildo *et al*., 2019; Syah *et al*., 2020). Kepuasan kerja dapat diukur dengan cara yang berbeda seperti keterikatan kerja, komitmen kerja, dll. Kepuasan kerja berarti bagaimana cara karyawan melakukan pekerjaannya, jika karyawan puas, ia juga menikmati pekerjaannya, pemberdayaan karyawan mengarah kepada kepuasan kerja juga dapat meningkatkan kesehatan mentalnya (Pelit, 2011; Sproitzer, 2015). Karyawan yang merasa puas akan memberikan input penuh untuk mencapai tujuan organisasi, dukungan atasan dan dukungan rekan kerja juga mempengaruhi psikologi karyawan, karyawan yang terlibat dan berkomitmen adalah karyawan yang merasa puas terhadap pekerjaannya (Tepper *et al*., 2004).

### *Intention to Quit*

*Intention to quit* didefinisikan sebagai bentuk niat karyawan untuk meninggalkan pekerjaannya, terdapat banyak faktor yang bisa mempengaruhi penikiran karyawan terhadap pekerjaan seperti kondisi kerja, dukungan rekan kerja, dukungan atasan (Saks, 2006). Pada penelitian lain faktor lingkungan kerja yang mendukung dapat mengurangi niat karyawan berhenti, jika karyawan senang pada lingkungan kerjanya maka lebih bersemangat dalam mengembangkan diri dan dapat memberikan input secara maksimal (Abid *et al* , 2016). Faktor lain seperti perhatian kerja atau kepedulian terhadap karyawan dapat menurunkan intensi turnover karyawan (Brammel, 2015).

## HIPOTESIS HUBUNGAN ANTAR VARIABEL

### Hubungan *Individual Factor dan Employee Engagement*

Dalam meningkatkan *employee engagement* terdapat beberapa faktor penting seperti memberikan dorongan yang dapat memotivasi karyawan secara langsung sehingga mereka dapat melakukan pekerjaan secara efektif dan efisien, pada akhirnya mereka dapat terlibat penuh dalam pekerjaannya. Beberapa peneliti fokus pada faktor pendorong melalui *individual factor*, adapun beberapa faktor yang mempengaruhi karyawan adalah komunikasi antar karyawan, pengembangan karyawan, dan dukungan dari atasan (Saks, 2006). Hasil penelitian lainnya menunjukkan bahwa *individual factor* yang tinggi memiliki pengaruh positif pada *employee engagement* (Andrew & Sofian, 2012). Maka dibangun hipotesis sebagai berikut:

**H1.** *Individual factor* yang tinggi berpengaruh positif terhadap *employee engagement* .

### Hubungan *Employee Engagement* dan *Organizational Commitement*

Keterikatan karyawan yang tinggi dapat meningkatkan komitmen berorganisasi dan juga sebaliknya, karyawan yang tidak terlibat dalam diskusi dan interaksi dalam suatu perusahaan, miliki keterikatan karyawan yang rendah. Karena itu, penting bagi setiap karyawan untuk memiliki keterikatan karyawan dalam melaksanakan pekerjaannya, karena dengan keterikatan karyawan yang tinggi maka karyawan lebih bersemangat dalam melakukan pekerjaan mereka (Bakker & Leiter, 2010). Hasil penelitian sebelumnya menunjukkan adanya hubungan positif antara *employee engagement*

dan *organizational commitment* (Saks, 2006). Studi lainnya juga menunjukkan adanya pengaruh dari *employee engagement* terhadap *organizational commitment*, ketika karyawan memiliki komitmen yang baik dalam melakukan pekerjaan maka mereka cenderung memiliki kekuatan emosional (Albdour & Altarawneh, 2014). Dari rekomendasi beberapa penelitian di atas, maka dibangun hipotesis sebagai berikut:

**H1.** Adanya pengaruh positif *employee engagement* terhadap *organizational commitment*.

### Hubungan *Employee Engagement* terhadap *Job Satisfaction*

Keterikatan karyawan mengarah pada kepuasan kerja dan mempengaruhi niat untuk berhenti menjadi lebih rendah (Lu *et al*., 2015; Lea & Schumann, 2020). Temuan terbaru secara konsisten menyimpulkan bahwa keterlibatan kerja karyawan berfungsi sebagai penentu utama kepuasan kerja (Karatepe, 2013). Berdasarkan rekomendasi penelitian di atas, maka dibangun hipotesis sebagai berikut:

**H3.** *Employee engagement* berpengaruh positif terhadap *Job Satisfaction*.

### Hubungan *Individual Factor* dan *Organizational Commitment*

*Organizational commitment* sebagai multidimensi konsep, yang mampu membuat karyawan melakukan sesuatu atas nama perusahaan (Mowday, 1997). Hasil penelitian lainnya menunjukkan hubungan antara *individual factor* dan *organizational commitment*, yang merupakan konsekuensi dari *employee engagement*. Karyawan dengan *individual factor* tinggi memiliki *organizational commitment* yang tinggi. *Individual factor* yang tinggi dipengaruhi oleh tingkat kehadiran karyawan yang baik, komunikasi, pengembangan karyawan, dan dukungan dari atasan (Andrew & Sofian, 2012; Niam & Syah, 2019). Berdasarkan hal tersebut di atas, maka dibangun hipotesis sebagai berikut:

**H4.** *Individual factor* memiliki pengaruh positif terhadap *organizational commitment*.

### Hubungan *Organizational Commitment* terhadap *Intention to Quit*

Komitmen terhadap organisasi adalah sebagai bentuk keinginan individu untuk tetap menjadi anggota dalam suatu organisasi, individu yang menetap dalam organisasi akan menunjukkan tingkat keyakinan yang lebih tinggi daripada mereka yang berniat untuk keluar (Mowday, 1997). Hasil penelitian lainnya menunjukan korelasi negatif dan signifikan ditemukan antara komitmen organisasi dan intensi turnover (Koehler, 2012; Sibbran & Syah, 2018). Berdasarkan penelitian di atas, maka dibangun hipotesis sebagai berikut:

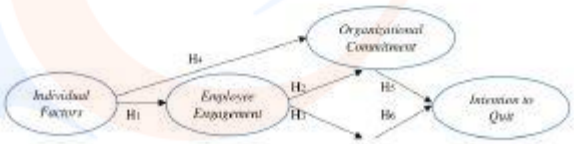
**H5.** *Organizational Commitment* berhubungan negatif dengan *Intention to Quit*.

### Hubungan *Job Satisfaction* terhadap *Intention to Quit*

Kepuasan kerja menjadi salah faktor yang berhubungan positif terhadap niat untuk berhenti, sesuai dengan Lea & Schumann, (2020) kepuasan kerja yang lebih tinggi mempengaruhi niat untuk keluar menjadi lebih rendah. Pada penelitian lainnya kepuasan kerja membangkitkan semangat karyawan untuk berkembang dan menurunkan niat untuk berhenti (Moosa, 2019). Berdasarkan rekomendasi penelitian di atas, maka dibangun hipotesis sebagai berikut:

**H6.** *Job Satisfaction* berpengaruh negatif terhadap *Intention to Quit*.

Berdasarkan kerangka hipotesa diatas, maka model penelitian dapat digambarkan pada Gambar 1




4


Gambar 01: Model Penelitian

## METODOLOGI PENELITIAN

Pengumpulan data pada penelitian ini menggunakan metode survey dengan menyebarkan kuesioner secara langsung. Pengukuran dilakukan dengan skala likert dengan skala 1 – 5 (1 = sangat tidak setuju dan 5 = sangat setuju). Pengukuran variabel *Individual Factor* (IF) diadopsi dari Robinson *et al*., (2004), terdiri dari 10 pertanyaan. Variabel *Employee Engagement* (EE) diadopsi dari Saks (2006) terdiri dari 9 pertanyaan. Variabel *Organizational Commitment* (OC) diadopsi dari Rhoades *et al*., (2001) terdiri dari 6 pertanyaan. Variabel *Job Satisfaction* (JS) diadopsi dari Saks (2006), terdiri dari 3 pertanyaan dan Variabel *Intention to Quit* (IQ) diadopsi dari Saks (2006), terdiri dari 3 pertanyaan. Total pengukuran berjumlah 31 pertanyaan yang secara detail dapat dilihat pada operasional variabel pada lampiran 2 dan kuesioner pada lampiran 3.

Responden penelitian ini dilakukan secara *purpose sampling* di Kawasan Multiguna Iconic Kota Tangerang - Indonesia dengan kriteria sampel adalah mereka yang bekerja dan berstatus pekerja tetap. Teknik pengumpulan data dawali dengan penyebaran kuesioner awal (*pre-test*) kepada 30 orang responden. Analisis faktor untuk uji validitas dan reabilitas dengan menggunakan IBM SPSS 23 dan untuk uji validitas dilakukan dengan melihat nilai pengukuran Kaiser-Meyer-Olkin (KMO) dan Measure of Sampling Adequacy (MSA). Hasil nilai KMO (0,582 hingga 0,771) dan MSA (0,542 hingga 0,838) lebih besar dari 0,5 yang artinya analisis faktornya sudah sesuai. Uji reliabilitas internal dari faktor-faktor yang diidentifikasi menunjukan Cronbach's Alpha yang kuat dimana hasilnya antara 0,667 hingga 0,880, karena nilai Cronbach's Alpha nya mendekati 1 maka semakin baik (Hair *et al*., 2014). Setelah dilakukan analisa hasil pretest dari 27 pertanyaan maka 25 pertanyaan dinyatakan valid, pertanyaan pada variabel *Individual Factor*, *Employee Engagement*, *Job Satisfaction* dan variabel *Intention to Quit* seluruhnya dinyatakan valid. Sedangkan pada variabel *Organizational Commitment* dari 6 pertanyaan hanya 4 pertanyaan yang valid. Dengan demikian jumlah pertanyaan pada kuesioner penelitian berjumlah 25 pertanyaan. Hasil analisa *pre-test* terdapat pada Lampiran 5. untuk analisa secara kuantitatif dengan menggunakan metode SEM (Structural Equation Model) Lisrel 8.8 dimana penentuan jumlah sampel adalah minimal 5 kali jumlah pertanyaan (Hair *et al*., 2014), maka jumlah sampel digunakan sebanyak 195 responden dengan mempertimbangkan cadangan apabila terdapat ketidak sesuaian pengisian kuesioner.

## HASIL

Uji Validitas dan Realibilitas Konstruk dilakukan berdasarkan pada rekomendasi dari (Hair *et al*., 2014) pengukuran validitas konstruk pada penelitian ini dapat diterima dan dinyatakan valid, karena sebagian besar indikator pada tiap variabel memiliki nilai loading factor lebih dari 0,50. Namun terdapat 5 (lima) indikator yang memiliki loading faktor dibawah 0,50 yaitu dari variabel *Employee Engagement* (EE1=0,49, EE6=0,20, EE7=0,14, EE8=0,12 dan EE=0,19). Dari hasil perhitungan construct reliability (CR) dan variance extracted (VE) dapat dikatakan memenuhi syarat secara keseluruhan dimana sesuai dengan Hair *et al*. (2014) bahwa nilai construct reliability harus memenuhi syarat reliabilitas dengan CR diatas 0,60 dan nilai VE diatas 0,50 yaitu *Individual Factor* (CR=0,884; VE=0,561), *Employee Engagement* (CR=0,760; VE=0,452), *Organizational Commitment* (CR=0,863; VE=0,616), *Job Satisfaction* (CR=0,812; VE=0,591) dan *Intention to Quit* (CR=691; VE=0,575). Tentang uji validitas dan reliabilitas secara lengkap pada Lampiran 6.

Berdasarkan analisis uji kesesuaian, sebagaian besar menunjukkan kecocokan yang baik diantaranya X2/df = 2,61; Degree of freedom = 110; Chi Square = 327,38; RMSEA = 0,09; ECVI = 2,31; AIC = 447,61; CAIC = 789,45; NFI = 0,89; Critical N = 88,336; dan GFI = 0,87. Dengan demikian ada kecocokan keseluruhan model (*Goodness of Fit*) meskipun terdapat beberapa pada tingkat marginal

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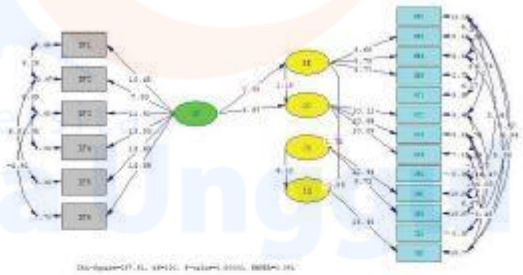
fit, data selengkapnya bisa dilihat pada Lampiran 8 dan hasilnya sebagaimana yang digambarkan dalam PATH diagram pada Gambar 2, dan dapat disajikan model pengujian hipotesis seperti Tabel 1.



Gambar 2. Hasil Path Diagram T-Value

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**Tabel 1. Uji Hipotesis Model**

| Hipotesis | Pernyataan Hipotesis | Nilai T-Value | Keterangan |
|---|---|---|---|
| $H_1$ | *Individual Factor* mempengaruhi EE | 0.65 | Data tidak mendukung hipotesis |
| $H_2$ | *Employee Engagement* memiliki pengaruh positif terhadap OC | 1.15 | Data tidak mendukung hipotesis |
| $H_3$ | *Employee Engagement* berpengaruh positif terhadap JS | 1.75 | Data tidak mendukung hipotesis |
| $H_4$ | *Individual Factor* berpengaruh terhadap OC | 6.97 | Data mendukung hipotesis |
| $H_5$ | *Organizational Commitment* menurunkan IQ | -1.65 | Data tidak mendukung hipotesis |
| $H_6$ | *Job Satisfaction* menurunkan IQ | 5.12 | Data mendukung hipotesis |

Sumber: data olahan lisrel 2020
Informasi lengkap mengenai Analisa SEM terdapat pada Lampiran 7.

## DISKUSI

Penelitian ini bertujuan mengeksplorasi pengaruh dan keterkaitan antara *Employee Engagement* terhadap *Job Satisfaction* dan *Intention to Quit*. Pada pengujian hipotesa pertama (H1), menunjukan bahwa *Individual Factor* tidak terbukti mendukung terhadap *Employee Engagement*. Hasil dari penelitian ini *Individual Faktor* tidak selalu berpengaruh positif terhadap *Employee Engagement*. hal ini dapat terjadi ketika penelitian dilakukan pada saat pandemi Covid 19 dimana hampir semua karyawan tidak pada posisi aman dalam organisasinya, hal-hal yang dikhawatirkan bisa saja terjadi setiap saat. Faktor-faktor lain juga dapat memengaruhi individu seperti komunikasi antar karyawan, pengembangan karyawan, dan dukungan dari atasan (Saks, 2006).

Hasil hipotesa kedua (H2) menunjukan bahwa *Employee Engagement* tidak berpengaruh secara langsung terhadap *Organizational Commitment*, seperti hipotesa pertama hal serupa terjadi karena penelitian dilakukan pada saat pandemi Covid 19 dimana hampir semua karyawan tidak pada posisi aman dalam organisasinya, hal-hal yang dikhawatirkan bisa saja terjadi setiap saat. Greenhalgh & Rosenblatt (1984) karyawan dengan ketidakamanan kerja yang lebih tinggi cenderung telah mengurangi keterlibatan dan membuat lebih sedikit upaya untuk mencapai tujuan organisasi karena mereka menghabiskan lebih sedikit waktu dan energi untuk pekerjaan mereka, Lo Presti & Nonnis (2012) mengemukakan bahwa persepsi ketidakamanan kerja yang

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lebih tinggi menurunkan komitmen emosional dan membuatnya tidak konsisten. Hasil ini tidak sejalan dengan penelitian sebelumnya oleh Anindita & Seda (2019) yang menunjukan adanya hubungan positif antara *Employee Engagement* dan *Organizational Commitment*.

Pada hipotesa ketiga (H3) hasil terbukti tidak mendukung hipotesa bahwa *Employee Engagement* tidak terbukti memiliki pengaruh positif terhadap *Job Satisfaction*, hal ini sama seperti hipotesa kesatu dan kedua yaitu hasil dipengaruhi oleh pandemi Covid 19 dimana banyak karyawan merasa tidak dalam posis aman pada organisasinya sehingga menjadi sulit untuk terciptanya *job satisfaction*. Ketidakamanan kerja sangat berpengaruh negatif terhadap kinerja pekerjaan dan memiliki hubungan negatif dengan keterlibatan kerja (Wang *et al*., 2015). Hal ini juga sependapat dengan Asfaw & Chang (2019) bahwa ketidakamanan kerja yang dirasakan secara langsung berdampak pada penurunan keterlibatan kerja.

Hasil dari hipotesa keempat (H4) terbukti mendukung hipotesa H4 bahwa *Individual Factor* memiliki pengaruh positif terhadap *Organizational Commitment*. Hasil ini menunjukkan bahwa faktor-faktor individu mempengaruhi karyawan dalam berorganisasi. Pada penelitian sebelumnya ditemukan adanya hubungan antara *Individual Factor* dengan *Organizational Commitment*, yaitu karyawan dengan *Individual Factor* tinggi menghasilkan *Organizational Commitment* yang tinggi (Andrew & Sofian, 2012).

Pada hipotesa kelima (H5) hasil tidak terbukti mendukung hipotesa bahwa *Organizational Commitment* tidak memberikan berpengaruh negatif terhadap *Intention to Quit*, hal yang sama seperti hipotesa kesatu, kedua dan ketiga ditengah pandemi Covid 19 faktor ketidakamanan menjadi pemicu niat karyawan untuk keluar. Shin & Hur (2020) ketidakamanan kerja menghabiskan energi fisik, psikologis, dan mental karyawan, secara tidak langsung memengaruhi kesehatan dan kesejahteraan mereka. Hasil ini dapat menunjukkan bahwa karyawan yang tidak memiliki *Organizational Commitment* yang tinggi terhadap pekerjaan maka mengalami peningkatan *Intention to Quit* (Jang *et al*., 2021).

Untuk hasil hipotesa keenam (H6) terbukti mendukung hipotesa bahwa *Job Satisfaction* berpengaruh negatif terhadap *Intention to Quit*, hasil dari penelitian ini menunjukan bahwa karyawan yang merasa puas terhadap pekerjaan dalam suatu organisasi maka akan mengekpresikan dirinya dengan cara terlibat langsung pada suatu kegiatan yang ada pada organisasi tersebut. hal ini juga sesuai dengan penelitian sebelumnya yaitu kepuasan kerja adalah sebagai prediktor signifikan dari niat untuk berhenti (Calisir *et al*., 2011). Kepuasan kerja juga dapat mempengaruhi niat untuk berhenti menjadi lebih rendah (Andrew & Sofian, 2012; Lu *et al*., 2015; Moosa, 2019; Leo & Schumann, 2020).

Bagi manajemen sumber daya manusia, temuan studi ini menjadi penting bagi suatu organisasi dalam menerapkan strategi dan pemberdayaan karyawan secara maksimal terutama pada saat pandemi Covid 19. Hasil penelitian ini menunjukan bahwa perasaan tenang dan ketenangan dalam bekerja pada suatu organisasi menjadi lebih penting, hal ini secara tidak langsung mempengaruhi keterikatan karyawan dalam suatu organisasi, disisi lain dukungan organisasi secara penuh terhadap karyawan maka akan mendapatkan timbal balik dari karyawan, yaitu dengan menunjukan tingkat keterikatan yang lebih besar terhadap pekerjaan mereka dalam organisasi. Pemberian kepercayaan secara penuh dan memberikan pekerjaan dengan karakteristik yang sesuai maka cenderung membalas dengan keterikatan kerja yang lebih besar. Keterikatan karyawan juga lebih cenderung memiliki kualitas hubungan yang lebih baik

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dengan atasan mereka yang membuat mereka juga memiliki sikap, niat, dan perilaku yang lebih positif.

## KESIMPULAN

Hasil penelitian pada saat pandemi Covid 19 menunjukan bahwa *employee engagement* tidak secara langsung memberi pengaruh terhadap kinerja karyawan pada suatu organisasi. Dengan adanya Covid 19 faktor ketidakamanan kerja memberikan dampak yang cukup besar terhadap *Employee engagement*, dimana ketidakamanan kerja akan menghabiskan energi fisik, psikologis, dan mental karyawan, secara tidak langsung memengaruhi kesehatan dan kesejahteraan mereka (Shin & Hur, 2020). Namun untuk karyawan dengan tingkat kepuasan kerja yang tinggi, mereka seakan tidak terpengaruh dengan ketidakamanan kerja dan meraka cenderung bertahan pada suatu organisasi. Kepuasan kerja yang tinggi dapat menurunkan kejenuhan, dan niat turn over (Lea & Schumann, 2020). Untuk kedepannya penelitian yang sama dapat dilakukan namun dengan memperhatikan faktor-faktor potensial lain terkait dengan *employee engagement*.

Penelitian ini memiliki beberapa implikasi manajerial yang penting untuk dilakukan dalam rangka meningkatkan kinerja karyawan dalam sebuah organisasi yaitu: pertama, mengingat *employee engagement* terbukti memiliki peran yang besar dalam sebuah organisasi, ketika sudah tercipta *employee engagement* dalam diri seseorang maka karyawan akan berkomitmen dan lebih termotivasi untuk melakukan pekerjaannya dengan lebih baik juga merasa lebih puas daripada orang lain.

Kedua, ketika banyak karyawan yang sudah merasa puas dan berkomitmen terhadap organisasinya maka akan menurunkan tingkat *turn over* karyawan dalam organisasi tersebut.

Studi ini memiliki beberapa keterbatasan dan juga menunjukan beberapa arahan untuk dilakukan perbaikan pada penelitian selanjutnya yaitu pertama, data penelitian hanya dilakukan dalam satu kawasan pergudangan Multiguna Jeotic. Kedua penelitian selanjutnya dapat dilakukan pada perusahaan jasa maupun perusahaan industri manufaktur untuk mendapatkan hasil yang lebih objektif dan representatif dengan cakupan yang lebih luas. Penelitian selanjutnya disarankan untuk menambahkan variabel lain yang dipengaruhi oleh *employee engagement*. Hal ini dikarenakan masih banyak variabel lain yang berkaitan dengan *employee engagement*.

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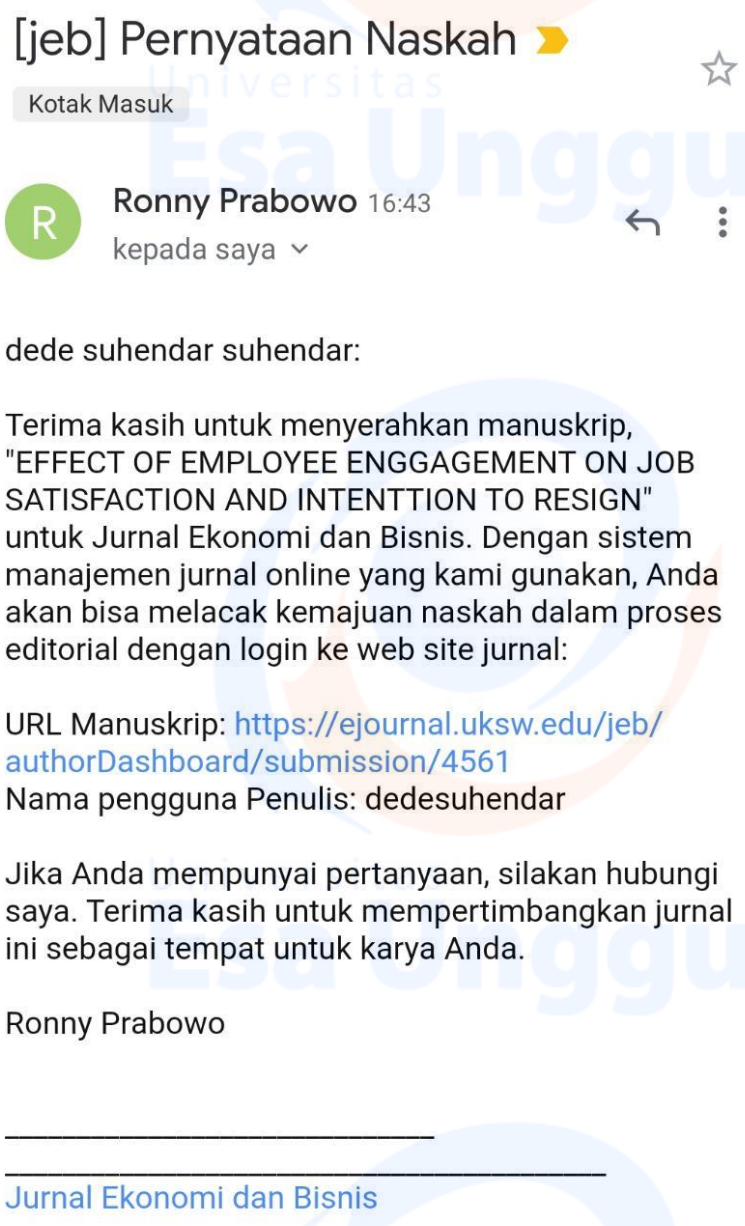

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Jurnal Ekonomi dan Bisnis

Jurnal Ekonomi dan Bisnis, Volume 2x No. x April 201x, xx - xx

Jurnal Ekonomi dan Bisnis
Journal homepage: www.eiournal.ukew.ac.id/jeb
ISSN 1979-6471 E-ISSN 2528-0147

# *EFFECT OF EMPLOYEE ENGGAGEMENT ON JOB SATISFACTION AND INTENTTION TO RESIGN*

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INFO ARTIKEL

***Riwayat Artikel:***
*Received*
*Revised*
*Accepted*

***Keywords:***
*Employee engagement, Individual Factor, Organizational Commitment, Job Satisfaction, Intention to Quit.*

***Kata Kunci:***
*Employee engagementFaktor Individu, komitmen organisasi, kepuasan kerja, Intention to Quit*

ABSTRACT

The purpose of this study was to explore how employee engagement affects Job Satisfaction and Intention to Quit. This study is a modification of the previous research, namely "How employee engagement mediates the influence of individual factors toward organizational commitment". However, the previous research only examined how employee engagement mediates Individual Factors on Organizational Commitment, so in this study, researchers further explored the extent to which employee engagement mediates Individual factors on Job Satisfaction and Intention to Quit. Besides, previous research was conducted on employees of the MICE Industry in Indonesia. In contrast, this research was conducted on permanent employees who work in the Iconic Multipurpose Area of Tangarang - Indonesia. The survey used the purposive sampling method on 195 permanent employee respondents, the research was conducted in a quantitative study using the Structural Equation Model (SEM) method. This study's findings were that employee engagement leads and had a positive effect on Job Satisfaction but does not directly affect Intention to Quit.

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengeksplorasi bagaimana *employee engagement* mempengaruhi *Kepuasan kerja* dan *Intention to Quit*. Penelitian ini merupakan modifikasi dari penelitian sebelumnya yaitu *"How employee engagement mediates the influence of individual factors toward organizational commitment"* namun demikian penelitian sebelumnya hanya meneliti bagaimana *employee engagement* memediasi *Individual Factor* terhadap *Organizational Commitment*, maka pada penelitian ini peneliti lebih mengeksplorasi sejauh mana *employee engagement* memediasi *Individual Factor* terhadap *Job Satisfaction* dan *Intention to Quit*. Selain itu penelitian sebelumnya dilakukan pada karyawan Industri MICE di Indonesia, sedangkan penelitian ini dilakukan pada karyawan tetap yang bekerja di Kawasan Multiguna Iconic Tangarang – Indonesia. Survei menggunakan metode *purpose sampling* pada 195 responden karyawan tetap, penelitian dilakukan

merupakan penelitian kuantitatif dengan metode Structural Equation Model (SEM).Tanman dari studi ini adalah *employee engagement* mengarah dan berpengaruh positif terhadap *Job Satisfaction* namun tidak secara langsung mempengaruhi terhadap *Intention to Quit*.

## INTRODUCTION

Human Resources (HR) practitioners position employees as an important asset in an organization. They are considered to have an essential role in supporting the achievement of organizational goals (Anindita & Seda, 2019). The importance of reliable human resources in an organization, especially in this era of globalization, requires employees with high productivity levels. Therefore, organizations need proactive, have high initiative and have full responsibility for the development of the company and career. Besides, companies also need energetic and dedicated employees, namely employees who have engagement in carrying out their work (Bakker & Leiter, 2010).

Engagement is defined as the status of an employee's attachment to the work environment or company where he works. That is a condition in which an employee feels that he has a very special bond with his work environment, therefore the employee will voluntarily do anything for the progress of his company by continuing to contribute optimally. In a study conducted by William & Kahn, (1990) that the notion of engagement is the center of self-affective work that reflects employee personal satisfaction and the affirmation they get from working and being part of an organization, this is related to employee psychology. Andrew & Sofian, (2012) Engagement is a positive thing in an organization and can influence other dimensions including Job Satisfaction, Organizational Commitment, Intention to Quit, and Organizational Citizenship Behavior. Engagement refers to a serious and consistent state of feeling and thinking that focuses not only on specific objects, events, individuals or behaviors.

In some literature, it is stated that employee engagement is needed to improve the performance and productivity of an organization (Allen & Meyer, 1990; Saks, 2006; Johnson, 2006; Bakker & Leiter, 2010; Kingcade, 2010; Markos & Sridevi, 2010;

Jaros, 2015) . Employees who have engagement will motivate themselves to improve their performance at a higher level, and this energy is in the form of affective Commitment and high normative Commitment to the organization (Andrew & Sofian, 2012; Albdour & Altarawneh, 2014; Jones, 2018). Thus, Organizational Commitment is a form of the psychological relationship between employees and their organization (Meyer & Herscovitch, 2001). In other studies, it was found that Organizational Commitment continues to adapt and innovate in every change in order to implement the corporate strategy (Zulkarnain & Hadiyani, 2014). Employees who are committed will be more motivated to do a better job and feel more satisfied than others (Sohail, Safdar, Saleem, Ansar, & Azeem, 2014).

Employee engagement is often discussed by companies (Saks, 2006). This is because Employee engagement is a positive employee attitude. This behavior has a significant effect on job satisfaction and can improve employee mental health (Pelit, 2011; Spreitzer, 2015). Employee engagement can also increase communication intensity between employees, create job satisfaction, and reduce employee intention to quit (Lu, Gursoy, & Neale, 2015; Kang & Sung, 2017; Moosa, 2019; Lea & Schumann, 2020). A good organization always pays attention to various aspects, one of which is the level of job satisfaction because when employees are satisfied with their work, they will provide maximum input to achieve organizational goals (Tepper, Duffy, Hoobler, & Ensley, 2004; Abid, Zahra, & Ahmed, 2016). To maintain reliable employees in an organization, it can also be considered that work support factors and concern for employees because these factors can reduce employee intentions to leave (Brummel, 2015).

Research related to the effect of Employee Engagement with output on increasing Job Satisfaction and reducing Intention to Quit has been widely studied in the European Continent, however, along with the fairly rapid development of the industry in Indonesia, this research is feasible to be carried out to provide an overview for business actors in order to improve employee performance. in an organization (Saks, 2006). This study uses the same framework as previous research (Anindita & Seda, 2019), namely how employee engagement mediates individual factors' influence on

organizational Commitment, but by adding Job Satisfaction and Intention to Quit variables.

The purpose of this study was to determine and test employee attachment to job satisfaction so that it correlates with decreased employee intention to quit in the Iconic Multipurpose Area of Tangerang - Indonesia. So that theoretically, it can improve management's understanding of employee engagement and empower employees in their work environment to be more productive.

## LITERATURE REVIEW

### Individual Factor

Individual Factor as the most substantial stimulus in creating Employee Engagement is a feeling of significance and overall inclusiveness among employees. Several things can make this component, namely: first, there is an employee engagement in decision making; second, employees feel free to express their opinions, in this case, supervisors listen to their point of view so that employees feel they have contributed to the company; third, employees are given the opportunity to develop themselves related to their work; fourth, the organization pays special attention to the welfare and health of its employees (Saks, 2006).

Several points are mentioned in other researches. Employee engagement is categorized into two things, namely: attachment to individual factors and attachment to organizational factors. First, the individual factors referred to in employee engagement are behaviors that can motivate individual employees to perform their functions at work so that they can be maximally involved in their work. Secondly what is meant by organizational factors are stimuli formed within the organization to demand better employee performance. (Andrew & Sofian, 2012). Then the individual factor components must be handled properly through a more appropriate approach so that employees can be fully involved in carrying out their work (Markos & Sridevi, 2010)

### Employee Engagement

Saks (2006) defines Employee Engagement based on how individuals pay their full

attention in carrying out the roles they have. Employee Engagement as an employee's personal Commitment to their roles and responsibilities in their work. In this case, individual psychological, cognitive, and emotional feelings are used to provide optimal performance in carrying out the work they are responsible (William & Kahn, 1990). Commitment to the organization is influenced by several factors, either emotionally or rationally, which are directly related to work and work experience (Zulkarnain & Hadiyani, 2014).

**Organizational Commitment**

Organizational Commitment is defined as a psychological form of the relationship between employees and their organizations, and has a strong influence on how far employees stay in the organization (Allen & Meyer, 1990; Imron & Syah, 2020). This is also supported by Zulkarnain & Hadiyani (2014) which states that organizational Commitment and employee engagement contribute to employee readiness to change. Organizational Commitment is influenced by the level of Employee Engagement they have, the higher a person's Employee Engagement, the higher the Organizational Commitment between employees (Anindita & Seda, 2019).

**Job Satisfaction**

Job Satisfaction is defined as an employee's feeling while doing his job trying to provide the best performance (Sohail et al., 2014; Aprilda et al., 2019; Syah et al., 2020). Job satisfaction can be measured in different ways, such as work engagement, work commitment, etc. Job satisfaction means how employees do their jobs, if employees are satisfied, they also enjoy their work, employee empowerment leads to job satisfaction, which can also improve their mental health (Pelit, 2011; Spreitzer, 2015). Satisfied employees will provide full input to achieve organizational goals, supervisor support, and peer support. They will also affect employee psychology, engaged and committed employees are satisfied with their work (Tepper et al., 2004).

**Intention to Quit**

Intention to quit is defined as a form of employee intention to leave their job, many factors can affect employee thinking about work, such as working conditions, coworker support, superiors' support (Saks, 2006). In other studies, supportive work

environment factors can reduce employees' intention to quit, if employees are happy with their work environment, they are more enthusiastic in self-development and can provide maximum input (Abid et al., 2016). Other factors such as work attention or concern for employees can reduce employee turnover

**HYPOTHESIS OF VARIABLE RELATIONSHIPS**

**Individual Factor Relationship and Employee Engagement**

In increasing employee engagement, there are several important factors such as providing encouragement that can motivate employees directly so that they can do work effectively and efficiently, in the end they can be fully involved in their work. Some researchers focus on driving factors through individual factors, while several factors that influence employees are communication between employees, employee development, and support from superiors (Saks, 2006). Other research results indicate that high individual factors positively affect employee engagement (Andrew & Sofian, 2012). Then the following hypothesis is built:

**H1. High individual Factor has a positive effect on employee engagement.**

**Employee Engagement and Organizational Commitment Relationships**

High employee engagement can increase organizational Commitment and vice versa. Employees who are not involved in discussions and interactions within a company have low employee engagement. Therefore, it is important for every employee to have employee engagement in carrying out their work because with high employee engagement, employees are more enthusiastic about doing their work (Bakker & Leiter, 2010). The results of previous studies showed a positive relationship between employee engagement and organizational Commitment (Saks, 2006). Other studies also show the influence of employee engagement on organizational Commitment, when employees have a good commitment to doing work, they tend to have emotional strength (Albdour & Altarawneh, 2014). From the recommendations of several studies above, the following hypothesis is built:

H2. There is a positive influence on employee engagement on organizational Commitment.

**Relationship between Employee Engagement and Job Satisfaction**

Employee attachment leads to job satisfaction and affects the intention to stop being lower (Lu et al., 2015; Lea & Schumann, 2020). Recent findings have consistently concluded that employee job involvement serves as a major determinant of job satisfaction (Karatepe, 2013). Based on the research recommendations above, the following hypothesis is built:

**H3. Employee engagement has a positive effect on Job Satisfaction.**

**Relationship between Individual Factor and Organizational Commitment**

Organizational Commitment is a multidimensional concept, which is able to make employees do something on behalf of the company (Mowday, 1997). The results of other studies show a relationship between individual factors and organizational Commitment, which is a consequence of employee engagement. Employees with high individual factors have high organizational Commitment. High individual factors are influenced by good employee attendance, communication, employee development, and support from superiors (Andrew & Sofian, 2012; Niam & Syah, 2019). Based on the preceding, the following hypothesis is built:

**H4. Individual factors have a positive influence on organizational Commitment.**

**Organizational Commitment Relationship to Intention to Quit**

Commitment to the organization is a form of individual desire to remain a member in an organization. Individuals who stay in the organization will show a higher level of confidence than those who intend to leave (Mowday, 1997). Other research results show a negative and significant correlation was found between organizational Commitment and turnover intention (Keebler, 2012; Silaban & Syah, 2018). Based on the research above, the following hypothesis is built:

H5. Organizational Commitment is negatively related to the Intention to Quit.

**Job Satisfaction Relationship with Intention to Quit**

Job satisfaction is a factor that is positively related to the intention to quit; according to Lea & Schumann, (2020) that higher job satisfaction affects the intention to leave is lower. In other studies, job satisfaction awakens employee enthusiasm to develop and

reduces the intention to quit (Moosa, 2019). Based on the research recommendations above, the following hypothesis is built:

H6. Job Satisfaction has a negative effect on Intention to Quit.

Based on the hypothetical framework above, the research model can be described in Figure 1


Figure 01: Research Model

**RESEARCH METHODOLOGY**

We were collecting data in this study using a survey method by distributing questionnaires directly. Measurements were made with a Likert scale with a scale of 1 - 5 (1 = strongly disagree and 5 = strongly agree). Measurement of the Individual Factor (IF) variable was adopted from Robinson et al., (2004), consisting of 10 questions. The Employee Engagement (EE) variable was adopted from Saks (2006), consisting of 9 questions. The Organizational Commitment (OC) variable was adopted from Rhoades et al., (2001), consisting of 6 questions. The Job Satisfaction (JS) variable was adopted from Saks (2006), consisting of 3 questions and the Attention to Quit (IQ) variable was adopted from Saks (2006), consisting of 3 questions. The total measurement amounted to 31 questions, which in detail can be seen in the operational variables in attachment 2 and the questionnaire in attachment 3.

Respondents of this study were conducted by purposive sampling in the Iconic

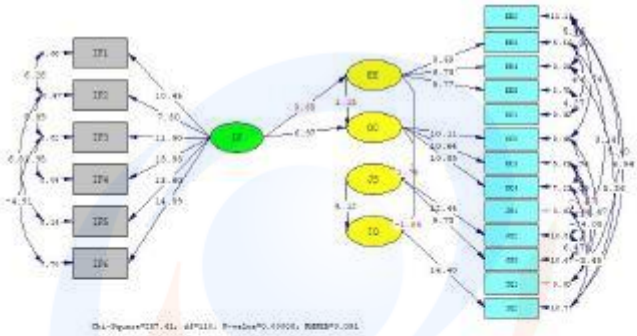
Multipurpose Area of Tangerang City - Indonesia with the sample criteria being those who work and have permanent status. The data collection technique begins with distributing the initial questionnaire (pretest) to 30 respondents. Factor analysis for validity and reliability tests used IBM SPSS 23 and for validity, tests were carried out by looking at the Kaiser-Meyer-Olkin (KMO) measurement value and the Measure of Sampling Adequacy (MSA). The results of the KMO (0.582 to 0.771) and MSA (0.542 to 0.838) values were more significant than 0.5, which means that the factor analysis was appropriate. The identified factors' internal reliability test shows a strong Cronbach's Alpha where the results are between 0.667 to 0.880, because the Cronbach's Alpha value is close to 1, the better (Hair et al., 2014). After analyzing the pretest results from 27 questions, 25 questions were declared valid, all questions on the Individual Factor variable, Employee Engagement, Job Satisfaction and Intention to Quit variables were all declared valid. Whereas in the Organizational Commitment variable from 6 questions, only 4 questions were valid. Thus the number of questions on the research questionnaire totaled 25 questions. The results of the pretest analysis are in Appendix 5, for quantitative analysis using the Lisrel 8.8 SEM (Structural Equation Model) method where the determination of the number of samples is a minimum of 5 times the number of questions (Hair et al., 2014). The number of samples used is 195 respondents by considering reserves if there is a discrepancy in filling out the questionnaire.

## RESULTS

The construct validity and reliability test was carried out based on the recommendation of (Hair et al., 2014) that the measurement of construct validity in this study can be accepted and declared valid, because most of the indicators on each variable have a loading factor value of more than 0.50. However, there are 5 (five) indicators that have a loading factor below 0.50, namely from the Employee Engagement variable (EE1 = 0.49, EE6 = 0.20, EE7 = 0.14, EE8 = 0.12 and EE = 0.19.). From the calculation of construct reliability (CR) and variable extracted (VE), it can be said that they meet the overall requirements which are in accordance with Hair et al. (2014) that the value of

construct reliability must meet the reliability requirements with a CR above 0.60 and a VE value above 0.50, namely Individual Factor (CR = 0.884; VE = 0.561), Employee Engagement (CR = 0.760; VE = 0.452), Organizational Commitment (CR = 0.863; VE = 0.616), Job Satisfaction (CR = 0.812; VE = 0.591) and Intention to Quit (CR = 691; VE = 0.575). About the complete validity and reliability test in Appendix 6.

Based on the suitability test analysis, most of them showed a good fit including X2 / df = 2.61; Degree of freedom = 110; Chi-Square = 327.38; RMSEA = 0.09; ECVI = 2.31; AIC = 447.61; CAIC = 789.45; NFI = 0.89; Critical N = 88.336; and GFI = 0.87. Thus there is a fit of the overall model (Goodness of Fit). However, there are some at the marginal fit level. The complete data can be seen in Appendix 8. The results are as illustrated in the PATH diagram in Figure 2. A hypothesis testing model can be presented as shown in Table 1.



Picture 2. Result of the T-Value Path Diagram

Table 1. Model Hypothesis Test

| Hypothesis | Hypothesis Statement | Nilai T-Value | Explanation |
|---|---|---|---|
| H1 | *Individual factors affect EE* | 0,65 | The data do not support the hypothesis. |

| | | | |
|---|---|---|---|
| H2 | Employee Engagement has a positive effect on OC | 1,15 | The data do not support the hypothesis. |
| H3 | Employee Engagement has a positive effect on JS | 1,75 | The data do not support the hypothesis. |
| H4 | Individual Factor affects OC | 6,97 | The data support the hypothesis. |
| H5 | Organizational Commitment reduces IQ | -1,65 | The data do not support the hypothesis |
| H6 | Job Satisfaction lowers IQ | 5,12 | The data support the hypothesis |

Source: 2020 lisrel processed data
Complete information regarding SEM analysis is in Appendix 7.

## DISCUSSION

This study intends to explore the influence and relationship between Employee Engagement on Job Satisfaction and Intention to Quit. Testing the first hypothesis (H1) shows that Individual Factors are not proven to support Employee Engagement. The results of this study do not always have a positive effect on Employee Engagement, this can happen when the research was conducted during the Covid 19 pandemic where almost all employees were not in a safe position in their organization, things that are feared could happen at any time. Other factors can also affect individuals, such as communication between employees, employee development, and superiors' support (Saks, 2006).

The results of the second hypothesis (H2) show that Employee Engagement does not directly affect Organizational Commitment, such as the first hypothesis, the same thing happened because the research was conducted during the Covid 19 pandemic where almost all employees were not in a safe position in their organization, things to worry about could be happens all the time. Greenhalgh & Rosenblatt (1984) employees with higher job insecurity tend to have reduced engagement and make less effort to achieve organizational goals because they spend less time and energy on their work, Lo Presti & Nonnis (2012) suggest that perceptions of job insecurity higher ones lowered emotional Commitment and made them inconsistent. This result is not in line with previous research by Anindita & Seda (2019), which shows a positive relationship between Employee Engagement and Organizational Commitment.

In the third hypothesis (H3) the results are proven to not support the hypothesis that Emplooye Engagement is not proven to have a positive effect on Job Satisfaction, this is the same as the first and second hypotheses, namely the results are affected by the Covid 19 pandemic where many employees feel not in a safe position in their organization so that they become difficult to create job satisfaction. Job insecurity has a very negative effect on job performance and has a negative relationship with job involvement (Wang et al., 2015). This also agrees with Asfaw & Chang (2019) that the perceived job insecurity directly impacts on decreasing work involvement.

The fourth hypothesis (H4) results are proven to support the H4 hypothesis that individual factors have a positive influence on Organizational Commitment. These results indicate that individual factors affect employees in organizations. In previous research, it was found that there was a relationship between Individual Factors and Organizational Commitment; that is, employees with high individual factors produced high Organizational Commitment (Andrew & Sofian, 2012).

In the fifth hypothesis (H5) the results are not proven to support the hypothesis that Organizational Commitment does not have a negative effect on Intention to Quit, the same thing as the first, second and third hypotheses in the middle of the Covid 19 pandemic, the insecurity factor triggers employees' intentions to leave. Shin & Hur (2020) job insecurity consumes employees' physical, psychological, and mental energies, indirectly affecting their health and well-being. These results indicate that employees who do not have a high organizational commitment to work experience an increase in Intention to Quit (Jung et al., 2021).

For the results of the sixth hypothesis (H6) it is proven to support the hypothesis that Job Satisfaction has a negative effect on Intention to Quit, the results of this study indicate that employees who are satisfied with work in an organization will express themselves by being directly involved in an activity in the organization. In this regard, this is also following previous research, and namely, job satisfaction is a significant

predictor of intention to quit (Calisir et al., 2011). Job satisfaction can also affect the intention to stop being lower (Andrew & Sofian, 2012; Lu et al., 2015; Moosa, 2019; Lea & Schumann, 2020).

For human resource management, this study's findings are important for an organization in implementing strategy and empowering employees maximally, especially during the Covid 19 pandemic. Indirectly affect employee engagement in an organization, on the other hand, full organizational support for employees will get feedback from employees, namely by showing a greater level of attachment to their work in the organization. Giving full trust and giving jobs with suitable characteristics tends to reciprocate with a greater work attachment. Employee engagement is also more likely to have better quality relationships with their superiors, which makes them also have more positive attitudes, intentions and behaviors.

Second, when many employees are satisfied and committed to their organization, it will reduce the employee turnover rate in the organization.

This study has several limitations and also shows some directions for improvement in further research, namely first, the research data is only carried out in one Iconic Multipurpose warehousing area. The two further studies can be carried out on service companies and manufacturing industry companies to obtain more objective and representative results with a broader scope. Further research is suggested to add other variables that are influenced by employee engagement. This is because there are many other variables related to employee engagement.

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## Appendix

### Contruct Reliability dan Variance Extracted

| Variable | Indikator | Faktor Loading | Error | Σ Faktor Loading | (Σ Faktor Loading)2 | Σ Error | CR | Σ (Faktor Loading)2 | VE |
|---|---|---|---|---|---|---|---|---|---|
| IF | IF1 | 0,65 | 0,58 | 4,48 | 20,0704 | 2,63 | 0,884143 | 3,3636 | 0,561198612 |
| | IF2 | 0,71 | 0,49 | | | | | | |
| | IF3 | 0,79 | 0,38 | | | | | | |
| | IF4 | 0,8 | 0,36 | | | | | | |
| | IF5 | 0,8 | 0,36 | | | | | | |
| | IF6 | 0,73 | 0,46 | | | | | | |
| EE | EE1 | 0,49 | 0,76 | 2,64 | 6,9696 | 2,19 | 0,7609066 | 1,8074 | 0,452143894 |
| | EE2 | 0,54 | 0,71 | | | | | | |
| | EE3 | 0,82 | 0,33 | | | | | | |
| | EE4 | 0,53 | 0,72 | | | | | | |
| | EE5 | 0,75 | 0,43 | | | | | | |
| | EE6 | 0,20 | 0,96 | | | | | | |
| | EE7 | 0,14 | 0,98 | | | | | | |
| | EE8 | 0,12 | 0,99 | | | | | | |
| | EE9 | 0,19 | 0,96 | | | | | | |
| OC | OC1 | 0,62 | 0,61 | 3,11 | 9,6721 | 1,53 | 0,8634185 | 2,4561 | 0,616166177 |
| | OC2 | 0,83 | 0,31 | | | | | | |
| | OC3 | 0,78 | 0,39 | | | | | | |
| | OC4 | 0,88 | 0,22 | | | | | | |
| JS | JS1 | 0,77 | 0,40 | 2,3 | 5,29 | 1,22 | 0,812596 | 1,7658 | 0,59139929 |
| | JS2 | 0,80 | 0,36 | | | | | | |
| | JS3 | 0,73 | 0,46 | | | | | | |
| IQ | IQ1 | 0,98 | 0,05 | 1,88 | 3,5344 | 1,58 | 0,6910684 | 1,4302 | 0,475117932 |
| | IQ2 | 0,63 | 0,6 | | | | | | |
| | IQ3 | 0,27 | 0,93 | | | | | | |

**Appendix . Output Analisis SEM Lisrel**

```
                                DATE:  2/ 8/2021
                                TIME:  0:43

                              L I S R E L  8.80

                                      BY

                          Karl G. Jöreskog & Dag Sörbom

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 The following lines were read from file
C:\Users\puji\Desktop\Dede\SYNTAX1.pr2:
 RAW DATA FROM FILE HASILDEDE.PSF
 LATENT VARIABLE: IF EE OC JS IQ
 RELATIONSHIPS:
 IF1=IF
 IF2=IF
 IF3=IF
 IF4=IF
 IF5=IF
 IF6=IF
 !EE1=EE
 EE2=EE
 EE3=EE
 EE4=EE
 EE5=EE
 !EE6=EE
 !EE7=EE
 !EE8=EE
 !EE9=EE
 OC1=OC
 OC2=OC
 OC3=OC
 OC4=OC
 JS1=JS
 JS2=JS
 JS3=JS
 IQ1=IQ
 IQ2=IQ
 !IQ3=IQ
```

```
IQ=OC JS
OC=EE IF
JS=EE
EE=IF

SET ERROR VARIANCE IQ1 TO ZERO
SET THE ERROR COVARIANCE IQ OC FREE
SET THE ERROR COVARIANCE IF3 IF2 FREE
SET THE ERROR COVARIANCE IF4 IF3 FREE
SET THE ERROR COVARIANCE IQ2 EE4 FREE
SET THE ERROR COVARIANCE EE3 EE2 FREE
ADMISSIBILITY CHECK OFF
SET THE ERROR COVARIANCE IF6 OC1 FREE
SET THE ERROR COVARIANCE IF1 OC4 FREE
SET THE ERROR COVARIANCE IQ1 OC3 FREE
SET THE ERROR COVARIANCE IF5 JS1 FREE
SET THE ERROR COVARIANCE OC2 EE2 FREE
SET THE ERROR COVARIANCE OC1 EE3 FREE
SET THE ERROR COVARIANCE IQ1 EE2 FREE
SET THE ERROR COVARIANCE IQ2 EE2 FREE
SET THE ERROR COVARIANCE EE4 EE2 FREE
SET THE ERROR COVARIANCE JS1 OC3 FREE
SET THE ERROR COVARIANCE IF3 IQ2 FREE
SET THE ERROR COVARIANCE JS3 OC4 FREE
SET THE ERROR COVARIANCE IF1 JS2 FREE
SET THE ERROR COVARIANCE OC1 EE5 FREE
SET THE ERROR COVARIANCE IQ1 OC2 FREE
SET THE ERROR COVARIANCE IF6 IQ2 FREE
SET THE ERROR COVARIANCE IF5 IF2 FREE
SET THE ERROR COVARIANCE JS2 OC3 FREE
SET THE ERROR COVARIANCE IF2 JS1 FREE
SET THE ERROR COVARIANCE IF4 OC2 FREE
SET THE ERROR COVARIANCE IF1 OC3 FREE
SET THE ERROR COVARIANCE IF2 IF1 FREE
SET THE ERROR COVARIANCE IF6 IF3 FREE
SET THE ERROR COVARIANCE IF6 OC4 FREE
SET THE ERROR COVARIANCE OC4 OC2 FREE
SET THE ERROR COVARIANCE JS OC FREE
SET THE ERROR COVARIANCE IF3 OC2 FREE
SET THE ERROR COVARIANCE IF1 IQ1 FREE
SET THE ERROR COVARIANCE JS3 JS2 FREE
SET THE ERROR COVARIANCE JS2 EE3 FREE
SET THE ERROR COVARIANCE IQ2 JS1 FREE
SET ERROR VARIANCE JS1 TO ZERO
SET THE ERROR COVARIANCE JS3 OC3 FREE
SET THE ERROR COVARIANCE IF6 JS2 FREE

OPTIONS:SC
PATH DIAGRAM
END OF PROBLEM

Sample Size =  195
```

Covariance Matrix

| | EE2 | EE3 | EE4 | EE5 | OC1 | OC2 |
|---|---|---|---|---|---|---|
| EE2 | 0.31 | | | | | |
| EE3 | 0.19 | 0.43 | | | | |
| EE4 | 0.13 | 0.12 | 0.37 | | | |
| EE5 | 0.08 | 0.21 | 0.13 | 0.25 | | |
| OC1 | 0.01 | 0.12 | 0.03 | 0.07 | 0.32 | |
| OC2 | 0.04 | -0.03 | -0.06 | -0.07 | 0.17 | 0.43 |
| OC3 | -0.01 | 0.03 | 0.01 | 0.02 | 0.24 | 0.26 |
| OC4 | 0.00 | 0.04 | 0.02 | 0.00 | 0.20 | 0.32 |
| JS1 | -0.01 | 0.04 | 0.04 | 0.04 | 0.10 | 0.02 |
| JS2 | -0.03 | 0.09 | 0.04 | 0.06 | 0.06 | -0.04 |
| JS3 | 0.01 | 0.02 | 0.06 | 0.02 | 0.05 | 0.00 |
| IQ1 | 0.08 | 0.02 | -0.08 | -0.01 | 0.14 | 0.17 |
| IQ2 | 0.13 | -0.02 | 0.07 | 0.02 | 0.08 | 0.10 |
| IF1 | 0.05 | 0.04 | 0.08 | 0.01 | 0.01 | 0.08 |
| IF2 | -0.01 | -0.04 | 0.01 | -0.05 | 0.06 | 0.21 |
| IF3 | 0.01 | 0.01 | 0.03 | -0.05 | 0.10 | 0.25 |
| IF4 | 0.08 | 0.04 | 0.04 | -0.03 | 0.08 | 0.23 |
| IF5 | 0.06 | -0.04 | 0.07 | -0.05 | 0.10 | 0.21 |
| IF6 | 0.05 | -0.04 | 0.08 | -0.04 | 0.16 | 0.23 |

Covariance Matrix

| | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 |
|---|---|---|---|---|---|---|
| OC3 | 0.46 | | | | | |
| OC4 | 0.30 | 0.42 | | | | |
| JS1 | 0.15 | 0.07 | 0.26 | | | |
| JS2 | 0.02 | 0.01 | 0.16 | 0.27 | | |
| JS3 | 0.00 | -0.03 | 0.13 | 0.14 | 0.22 | |
| IQ1 | 0.20 | 0.12 | 0.13 | 0.03 | 0.09 | 0.67 |
| IQ2 | 0.06 | 0.12 | 0.03 | -0.03 | 0.05 | 0.37 |
| IF1 | 0.01 | 0.14 | -0.02 | 0.03 | -0.02 | -0.14 |
| IF2 | 0.20 | 0.21 | 0.04 | -0.01 | -0.01 | 0.01 |
| IF3 | 0.23 | 0.22 | -0.01 | 0.01 | 0.00 | -0.04 |
| IF4 | 0.11 | 0.15 | -0.07 | 0.00 | 0.01 | -0.12 |
| IF5 | 0.20 | 0.22 | 0.06 | -0.01 | 0.02 | -0.01 |
| IF6 | 0.21 | 0.18 | -0.03 | -0.08 | -0.03 | -0.08 |

Covariance Matrix

| | IQ2 | IF1 | IF2 | IF3 | IF4 | IF5 |
|---|---|---|---|---|---|---|
| IQ2 | 0.53 | | | | | |
| IF1 | 0.01 | 0.35 | | | | |
| IF2 | -0.01 | 0.18 | 0.46 | | | |
| IF3 | -0.10 | 0.18 | 0.39 | 0.55 | | |
| IF4 | -0.02 | 0.27 | 0.21 | 0.40 | 0.63 | |
| IF5 | 0.09 | 0.24 | 0.31 | 0.29 | 0.36 | 0.54 |

IF6 0.07 0.24 0.21 0.29 0.47 0.42

Covariance Matrix

| | IF6 |
|---|---|
| IF6 | 0.71 |

Number of Iterations =106
LISREL Estimates (Maximum Likelihood)
Measurement Equations

EE2 = 0.27*EE, Errorvar.= 0.31 , $R^2$ = 0.19
(0.028)
11.13

EE3 = 0.47*EE, Errorvar.= 0.20 , $R^2$ = 0.53
(0.054) (0.033)
8.69 5.92

EE4 = 0.32*EE, Errorvar.= 0.28 , $R^2$ = 0.27
(0.047) (0.030)
6.73 9.24

EE5 = 0.43*EE, Errorvar.= 0.063 , $R^2$ = 0.74
(0.074) (0.023)
5.77 2.72

OC1 = 0.38*OC, Errorvar.= 0.19 , $R^2$ = 0.44
(0.020)
9.39

OC2 = 0.50*OC, Errorvar.= 0.25 , $R^2$ = 0.49
(0.049) (0.027)
10.11 9.46

OC3 = 0.58*OC, Errorvar.= 0.13 , $R^2$ = 0.72
(0.054) (0.023)
10.64 5.65

OC4 = 0.55*OC, Errorvar.= 0.14 , $R^2$ = 0.68
(0.050) (0.020)
10.89 7.13

JS1 = 0.49*JS,, $R^2$ = 1.00

JS2 = 0.32*JS, Errorvar.= 0.16 , $R^2$ = 0.39
(0.026) (0.015)
12.44 10.59

JS3 = 0.24*JS, Errorvar.= 0.16 , $R^2$ = 0.27
(0.025) (0.015)
9.73 10.67

IQ1 = 0.84*IQ,, $R^2$ = 1.00

IQ2 = 0.53*IQ, Errorvar.= 0.31 , $R^2$ = 0.48
(0.033) (0.029)
16.40 10.77

IF1 = 0.37*IF, Errorvar.= 0.21 , $R^2$ = 0.40
(0.035) (0.021)
10.45 9.66

IF2 = 0.35*IF, Errorvar.= 0.35 , $R^2$ = 0.25
(0.048) (0.034)
7.30 10.47

IF3 = 0.55*IF, Errorvar.= 0.24 , $R^2$ = 0.56
(0.046) (0.027)
11.90 8.82

IF4 = 0.64*IF, Errorvar.= 0.21 , $R^2$ = 0.66
(0.046) (0.026)
13.83 8.04

IF5 = 0.60*IF, Errorvar.= 0.20 , $R^2$ = 0.64
(0.044) (0.025)
13.60 8.14

IF6 = 0.71*IF, Errorvar.= 0.23 , $R^2$ = 0.69
(0.048) (0.030)
14.89 7.70

Error Covariance for EE3 and EE2 = 0.11
(0.020)
5.46
Error Covariance for EE4 and EE2 = 0.12
(0.018)
6.35
Error Covariance for OC1 and EE3 = 0.091
(0.015)
6.05
Error Covariance for OC1 and EE5 = 0.056
(0.013)
4.27
Error Covariance for OC2 and EE2 = 0.080
(0.012)
6.74
Error Covariance for OC4 and OC2 = 0.11
(0.018)

```
                                    5.76
Error Covariance for JS1 and OC3 = 0.046
                                  (0.015)
                                    3.09

Error Covariance for JS2 and EE3 = 0.030
                                  (0.0096)
                                    3.14
Error Covariance for JS2 and OC3 = -0.02
                                  (0.015)
                                   -1.17
Error Covariance for JS3 and OC3 = -0.06
                                  (0.014)
                                   -4.14
Error Covariance for JS3 and OC4 = -0.06
                                  (0.0083)
                                   -7.53
Error Covariance for JS3 and JS2 = 0.063
                                  (0.0098)
                                    6.47
Error Covariance for IQ1 and EE2 = 0.12
                                  (0.022)
                                    5.40
Error Covariance for IQ1 and OC2 = 0.063
                                  (0.014)
                                    4.47
Error Covariance for IQ1 and OC3 = 0.073
                                  (0.018)
                                    4.08
Error Covariance for IQ2 and EE2 = 0.16
                                  (0.022)
                                    6.94
Error Covariance for IQ2 and EE4 = 0.11
                                  (0.020)
                                    5.36
Error Covariance for IQ2 and JS1 = -0.04
                                  (0.011)
                                   -3.49
Error Covariance for IF1 and OC3 = -0.08
                                  (0.013)
                                   -6.37
Error Covariance for IF1 and OC4 = 0.041
                                  (0.011)
                                    3.77
Error Covariance for IF1 and JS2 = 0.045
                                  (0.011)
                                    4.05
Error Covariance for IF1 and IQ1 = -0.08
                                  (0.015)
                                   -4.90
Error Covariance for IF2 and JS1 = 0.028
                                  (0.0089)
                                    3.10
```

```
Error Covariance for IF2 and IF1 = 0.069
                                  (0.011)
                                   6.26
Error Covariance for IF3 and OC2 = 0.041
                                  (0.0096)
                                   4.25
Error Covariance for IF3 and IQ2 = -0.07
                                  (0.012)
                                  -5.63
Error Covariance for IF3 and IF2 = 0.20
                                  (0.023)
                                   8.89
Error Covariance for IF4 and OC2 = 0.068
                                  (0.013)
                                   5.33
Error Covariance for IF4 and IF3 = 0.058
                                  (0.020)
                                   2.95
Error Covariance for IF5 and JS1 = 0.063
                                  (0.011)
                                   5.56
Error Covariance for IF5 and IF2 = 0.12
                                  (0.017)
                                   6.81
Error Covariance for IF6 and OC1 = 0.087
                                  (0.016)
                                   5.39
Error Covariance for IF6 and OC4 = -0.05
                                  (0.011)
                                  -4.52
Error Covariance for IF6 and JS2 = -0.04
                                  (0.013)
                                  -3.39
Error Covariance for IF6 and IQ2 = 0.055
                                  (0.017)
                                   3.17
Error Covariance for IF6 and IF3 = -0.07
                                  (0.015)
                                  -4.91

     Structural Equations

   EE = 0.051*IF, Errorvar.= 1.00 , R² = 0.0026
       (0.078)              (0.29)
        0.65                 3.39
   OC = 0.073*EE + 0.56*IF, Errorvar.= 0.67 , R² = 0.33
       (0.063)    (0.081)              (0.12)
        1.15       6.97                 5.52
   JS = 0.13*EE, Errorvar.= 0.98  , R² = 0.016
       (0.072)             (0.095)
        1.75                10.39
   IQ =  - 0.21*OC + 0.41*JS, Errorvar.= 1.01 , R² = -0.011
         (0.13)     (0.079)              (0.14)
        -1.65       5.12                 7.32
```

Error Covariance for JS and OC = 0.36
(0.075)
4.77
Error Covariance for IQ and OC = 0.37
(0.10)
3.73

Reduced Form Equations

EE = 0.051*IF, Errorvar.= 1.00, $R^2$ = 0.0026
(0.078)
0.65
OC = 0.57*IF, Errorvar.= 0.68, $R^2$ = 0.32
(0.082)
6.89
JS = 0.0065*IF, Errorvar.= 1.00, $R^2$ = 0.00
(0.011)
0.60
IQ = - 0.12*IF, Errorvar.= 0.99, $R^2$ = 0.014
(0.065)
-1.80

Correlation Matrix of Independent Variables

| IF |
|---|
| 1.00 |

Covariance Matrix of Latent Variables

| | EE | OC | JS | IQ | IF |
|---|---|---|---|---|---|
| EE | 1.00 | | | | |
| OC | 0.10 | 1.00 | | | |
| JS | 0.13 | 0.37 | 1.00 | | |
| IQ | 0.03 | 0.31 | 0.33 | 1.00 | |
| IF | 0.05 | 0.57 | 0.01 | -0.12 | 1.00 |

Goodness of Fit Statistics

Degrees of Freedom = 110
Minimum Fit Function Chi-Square = 327.38 (P = 0.0)
Normal Theory Weighted Least Squares Chi-Square = 287.61 (P = 0.0)
Estimated Non-centrality Parameter (NCP) = 177.61
90 Percent Confidence Interval for NCP = (131.22 ; 231.67)

Minimum Fit Function Value = 1.69
Population Discrepancy Function Value (F0) = 0.92
90 Percent Confidence Interval for F0 = (0.68 ; 1.19)
Root Mean Square Error of Approximation (RMSEA) = 0.091
90 Percent Confidence Interval for RMSEA = (0.078 ; 0.10)
P-Value for Test of Close Fit (RMSEA < 0.05) = 0.00

Expected Cross-Validation Index (ECVI) = 2.31
90 Percent Confidence Interval for ECVI = (2.07 ; 2.59)
ECVI for Saturated Model = 1.96
ECVI for Independence Model = 15.55
Chi-Square for Independence Model with 171 Degrees of Freedom=2978.93
Independence AIC = 3016.93
Model AIC = 447.61
Saturated AIC = 380.00
Independence CAIC = 3098.12
Model CAIC = 789.45
Saturated CAIC = 1191.87

Normed Fit Index (NFI) = 0.89
Non-Normed Fit Index (NNFI) = 0.88
Parsimony Normed Fit Index (PNFI) = 0.57
Comparative Fit Index (CFI) = 0.92
Incremental Fit Index (IFI) = 0.92
Relative Fit Index (RFI) = 0.83

Critical N (CN) = 88.36
Root Mean Square Residual (RMR) = 0.040
Standardized RMR = 0.092
Goodness of Fit Index (GFI) = 0.87
Adjusted Goodness of Fit Index (AGFI) = 0.77
Parsimony Goodness of Fit Index (PGFI) = 0.50

The Modification Indices Suggest to Add the

| Path to | from | Decrease in Chi-Square | New Estimate |
|---|---|---|---|
| OC1 | JS | 9.1 | 0.09 |
| OC2 | EE | 27.8 | -0.14 |

Standardized Solution

LAMBDA-Y

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE2 | 0.27 | - - | - - | - - |
| EE3 | 0.47 | - - | - - | - - |
| EE4 | 0.32 | - - | - - | - - |
| EE5 | 0.43 | - - | - - | - - |
| OC1 | - - | 0.38 | - - | - - |
| OC2 | - - | 0.50 | - - | - - |
| OC3 | - - | 0.58 | - - | - - |
| OC4 | - - | 0.55 | - - | - - |
| JS1 | - - | - - | 0.49 | - - |
| JS2 | - - | - - | 0.32 | - - |
| JS3 | - - | - - | 0.24 | - - |
| IQ1 | - - | - - | - - | 0.84 |
| IQ2 | - - | - - | - - | 0.53 |

LAMBDA-X

| | IF |
|---|---|

| | |
|---|---|
| IF1 | 0.37 |
| IF2 | 0.35 |
| IF3 | 0.55 |
| IF4 | 0.64 |
| IF5 | 0.60 |
| IF6 | 0.71 |

BETA

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE | - - | - - | - - | - - |
| OC | 0.07 | - - | - - | - - |
| JS | 0.13 | - - | - - | - - |
| IQ | - - | -0.21 | 0.41 | - - |

GAMMA

| | IF |
|---|---|
| EE | 0.05 |
| OC | 0.56 |
| JS | - - |
| IQ | - - |

Correlation Matrix of ETA and KSI

| | EE | OC | JS | IQ | IF |
|---|---|---|---|---|---|
| EE | 1.00 | | | | |
| OC | 0.10 | 1.00 | | | |
| JS | 0.13 | 0.37 | 1.00 | | |
| IQ | 0.03 | 0.31 | 0.33 | 1.00 | |
| IF | 0.05 | 0.57 | 0.01 | -0.12 | 1.00 |

PSI

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE | 1.00 | | | |
| OC | - - | 0.67 | | |
| JS | - - | 0.36 | 0.98 | |
| IQ | - - | 0.37 | - - | 1.01 |

Regression Matrix ETA on KSI (Standardized)

| | IF |
|---|---|
| EE | 0.05 |
| OC | 0.57 |
| JS | 0.01 |
| IQ | -0.12 |

Completely Standardized Solution

LAMBDA-Y

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE2 | 0.44 | - - | - - | - - |
| EE3 | 0.73 | - - | - - | - - |
| EE4 | 0.52 | - - | - - | - - |
| EE5 | 0.86 | - - | - - | - - |
| OC1 | - - | 0.66 | - - | - - |
| OC2 | - - | 0.70 | - - | - - |
| OC3 | - - | 0.85 | - - | - - |
| OC4 | - - | 0.82 | - - | - - |
| JS1 | - - | - - | 1.00 | - - |
| JS2 | - - | - - | 0.62 | - - |
| JS3 | - - | - - | 0.52 | - - |
| IQ1 | - - | - - | - - | 1.00 |
| IQ2 | - - | - - | - - | 0.69 |

LAMBDA-X

| | IP |
|---|---|
| IP1 | 0.63 |
| IP2 | 0.50 |
| IP3 | 0.75 |
| IP4 | 0.81 |
| IP5 | 0.80 |
| IP6 | 0.83 |

BETA

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE | - - | - - | - - | - - |
| OC | 0.07 | - - | - - | - - |
| JS | 0.13 | - - | - - | - - |
| IQ | - - | -0.21 | 0.41 | - - |

GAMMA

| | IP |
|---|---|
| EE | 0.05 |
| OC | 0.56 |
| JS | - - |
| IQ | - - |

Correlation Matrix of ETA and KSI

| | EE | OC | JS | IQ | IF |
|---|---|---|---|---|---|
| EE | 1.00 | | | | |
| OC | 0.10 | 1.00 | | | |
| JS | 0.13 | 0.37 | 1.00 | | |
| IQ | 0.03 | 0.31 | 0.33 | 1.00 | |
| IF | 0.05 | 0.57 | 0.01 | -0.12 | 1.00 |

PSI

| | EE | OC | JS | IQ |
|---|---|---|---|---|
| EE | 1.00 | | | |
| OC | - - | 0.67 | | |
| JS | - - | 0.36 | 0.98 | |
| IQ | - - | 0.37 | - - | 1.01 |

THETA-EPS

| | EE2 | EE3 | EE4 | EE5 | OC1 | OC2 |
|---|---|---|---|---|---|---|
| EE2 | 0.81 | | | | | |
| EE3 | 0.27 | 0.47 | | | | |
| EE4 | 0.30 | - - | 0.73 | | | |
| EE5 | - - | - - | - - | 0.26 | | |
| OC1 | - - | 0.25 | - - | 0.20 | 0.56 | |
| OC2 | 0.18 | - - | - - | - - | - - | 0.51 |
| OC3 | - - | - - | - - | - - | - - | - - |
| OC4 | - - | - - | - - | - - | - - | 0.22 |
| JS1 | - - | - - | - - | - - | - - | - - |
| JS2 | - - | 0.09 | - - | - - | - - | - - |
| JS3 | - - | - - | - - | - - | - - | - - |
| IQ1 | 0.23 | - - | - - | - - | - - | 0.11 |
| IQ2 | 0.32 | - - | 0.23 | - - | - - | - - |

THETA-EPS

| | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 |
|---|---|---|---|---|---|---|
| OC3 | 0.28 | | | | | |
| OC4 | - - | 0.32 | | | | |
| JS1 | 0.14 | - - | - - | | | |
| JS2 | -0.05 | - - | - - | 0.61 | | |
| JS3 | -0.18 | -0.20 | - - | 0.26 | 0.73 | |
| IQ1 | 0.13 | - - | - - | - - | - - | - - |
| IQ2 | - - | - - | -0.10 | - - | - - | - - |

THETA-EPS

| | IQ2 |
|---|---|
| IQ2 | 0.52 |

THETA-DELTA-EPS

| | EE2 | EE3 | EE4 | EE5 | OC1 | OC2 |
|---|---|---|---|---|---|---|
| IF1 | - - | - - | - - | - - | - - | - - |
| IF2 | - - | - - | - - | - - | - - | - - |
| IF3 | - - | - - | - - | - - | - - | 0.08 |
| IF4 | - - | - - | - - | - - | - - | 0.12 |
| IF5 | - - | - - | - - | - - | - - | - - |
| IF6 | - - | - - | - - | - - | 0.18 | - - |

THETA-DELTA-EPS

| | OC3 | OC4 | JS1 | JS2 | JS3 | IQ1 |
|---|---|---|---|---|---|---|
| IF1 | -0.21 | 0.10 | - - | 0.15 | - - | -0.15 |
| IF2 | - - | - - | 0.08 | - - | - - | - - |
| IF3 | - - | - - | - - | - - | - - | - - |
| IF4 | - - | - - | - - | - - | - - | - - |
| IF5 | - - | - - | 0.17 | - - | - - | - - |
| IF6 | - - | -0.09 | - - | -0.10 | - - | - - |

THETA-DELTA-EPS

| | IQ2 |
|---|---|
| IF1 | - - |
| IF2 | - - |
| IF3 | -0.12 |
| IF4 | - - |
| IF5 | - - |
| IF6 | 0.08 |

THETA-DELTA

| | IF1 | IF2 | IF3 | IF4 | IF5 | IF6 |
|---|---|---|---|---|---|---|
| IF1 | 0.60 | | | | | |
| IF2 | 0.17 | 0.75 | | | | |
| IF3 | - - | 0.40 | 0.44 | | | |
| IF4 | - - | - - | 0.10 | 0.34 | | |
| IF5 | - - | 0.23 | - - | - - | 0.36 | |
| IF6 | - - | - - | -0.12 | - - | - - | 0.31 |

Regression Matrix ETA on KSI (Standardized)

| | IF |
|---|---|
| EE | 0.05 |
| OC | 0.57 |
| JS | 0.01 |
| IQ | -0.12 |

Time used: 0.109 Seconds

**T-Value (Path Analysis)**