

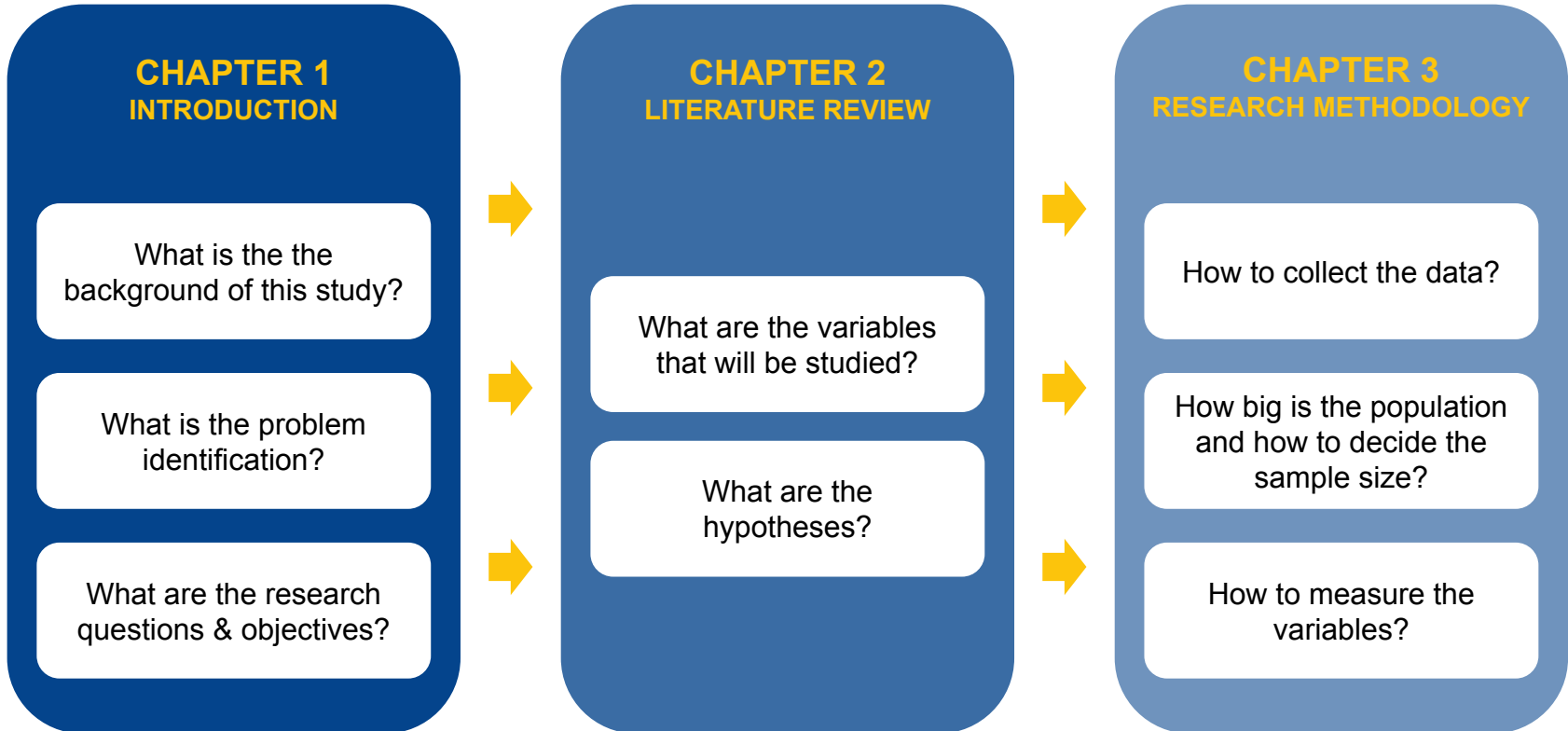
**THE EFFECT OF WORKPLACE SPIRITUALITY ON TURNOVER  
INTENTION IN INDONESIAN FINTECH STARTUPS:  
THE MEDIATING ROLES OF JOB SATISFACTION AND  
ORGANIZATIONAL COMMITMENT**



*Thesis Chapter 1-3 Presentation*

Prepared by:  
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**20221009**

# This presentation is divided into three different sections





# **CHAPTER 1 INTRODUCTION**

# What is the background of this study?

## GLOBAL




According to the Quantum Workplace’s “2021 Employee Turnover Trends” (2021), employees’ **intentions to stay have been diminishing.**

## REGIONAL

Out of the 34 companies surveyed, 9/10 stated facing difficulties in hiring digital talent; 91% of startup employees are open to leaving their existing jobs


**9/10 startups**  
face challenges in recruiting tech talent.



**Top 3 challenges**

1. Competitive Rewards & Compensation
2. Skills & Experience Mismatch
3. Solid Employer Branding

**91% of employees**  
are open to leaving their existing jobs.



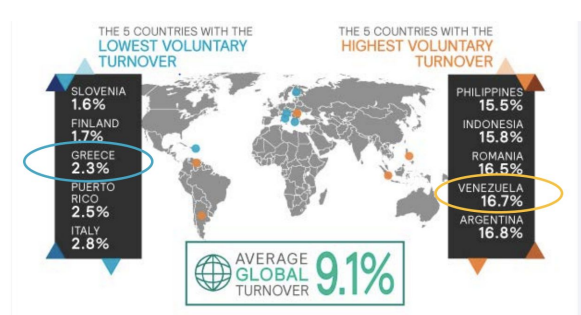
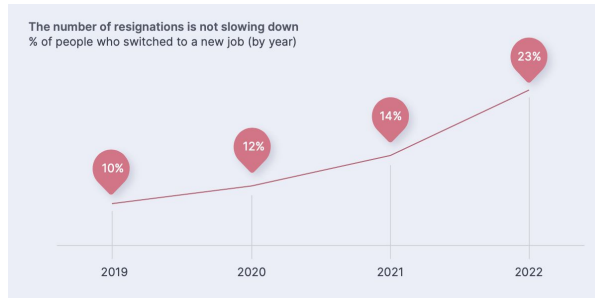
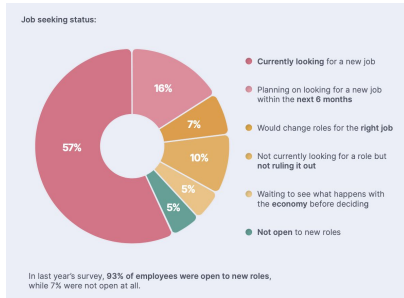
**Top 3 reasons**

1. Competitive Rewards & Compensation
2. Misalignment in Mission and Culture
3. Lack of Growth Opportunities

According to ASEAN Growth and Scale Talent Playbook (2022), in 6 out of 10 ASEAN countries, **91% of startup employees are open to leaving their existing jobs**, with one of the top 3 reasons is misalignment in mission and culture.

# What is the background of this study?

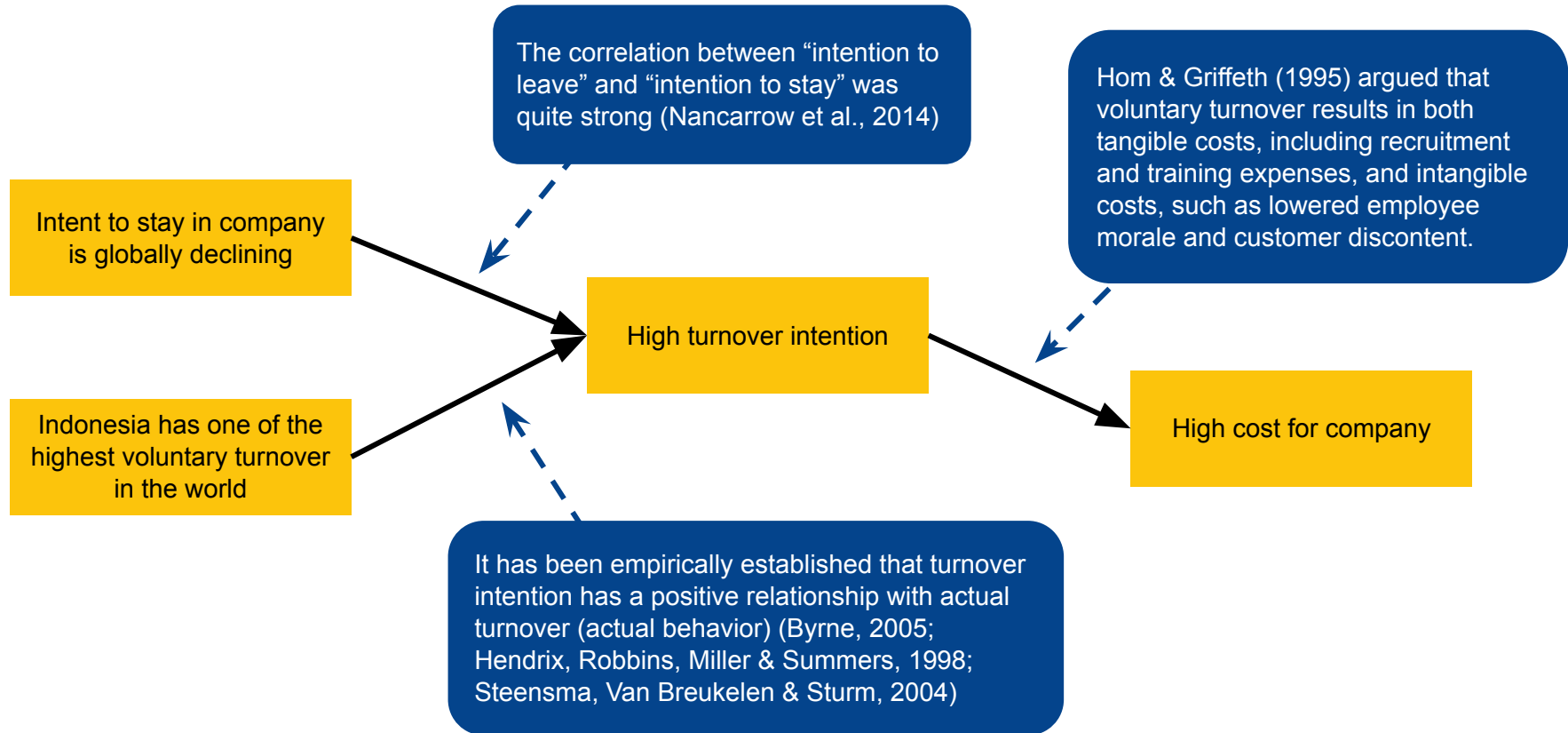
## LOCAL



As stated in Page Insights' Talents Trend 2023 | Indonesia | The Invisible Revolution (2023), **95% of respondents in Indonesia who started a new job last year are open to new opportunities.** In addition, as mentioned in the same report, from 2019 - 2022 there was an **increase in % of people who switched to new job.**

According to Gutmann (2016) in his Mercer report, Indonesia is placed **number 4 in countries with the highest voluntary turnover rate** with 15.8%.

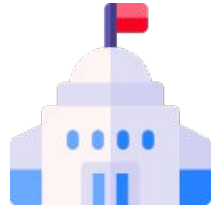
# What is the background of this study?



# Why fintech startups?



73.7% population  
Internet users



Proactive government  
in enacting new fintech  
regulations



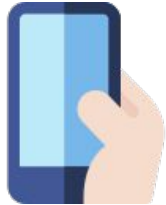
Rapid expansion & growth  
for fintech startups

**BUT...**



The tech industry on  
average has a fairly high  
employee turnover rate of  
**18.3% worldwide**

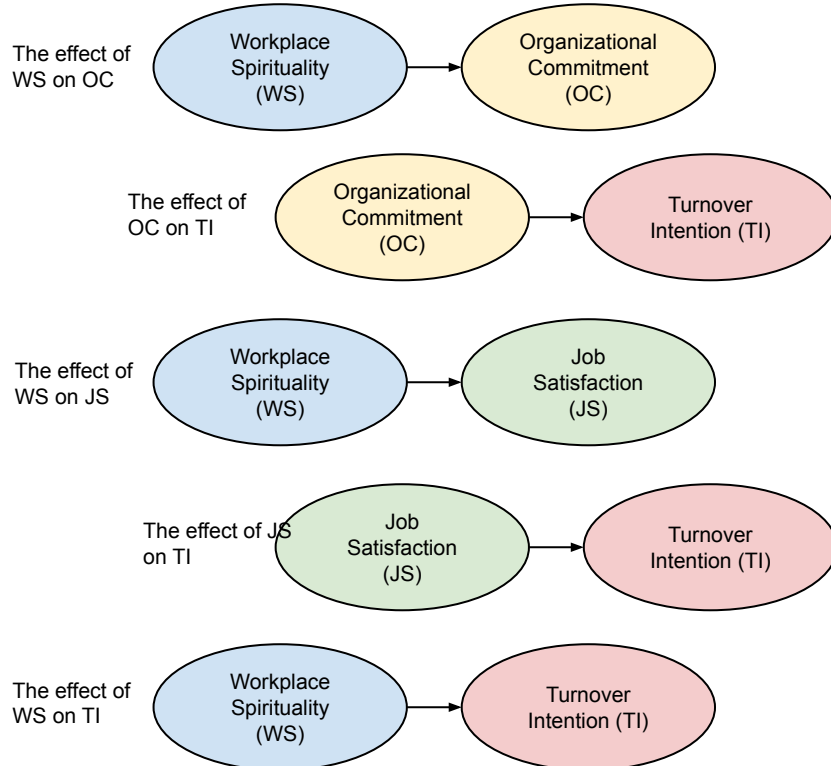
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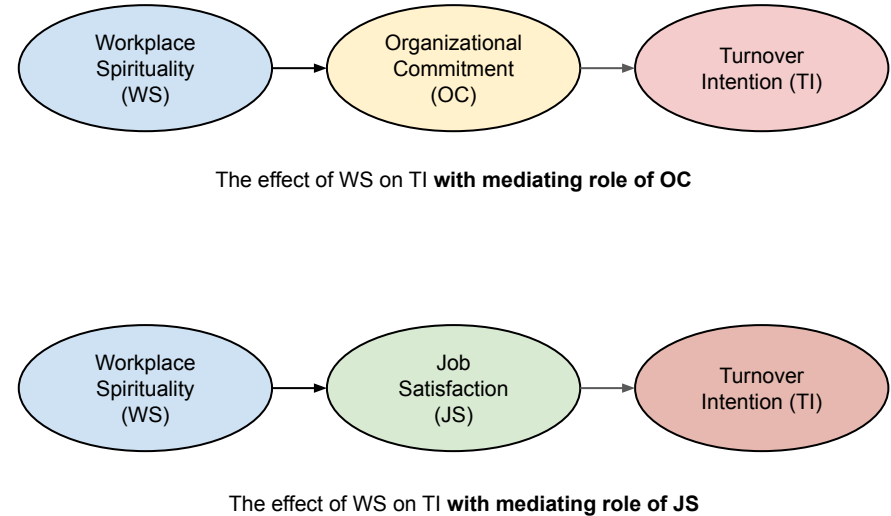
125.6% population  
Mobile connections

# What is the research gap and problem identification?

## Many researches on:



## But less researches on:





# What is the research gap and problem identification?

## **Research Gap**

There aren't many researches that studied the effect of workplace spirituality on turnover intention with mediating roles of organizational commitment and job satisfaction, particularly in Indonesian startups environment.

## **Problem Identification**

High turnover rate (which is predicted by turnover intention) is causing companies high expenses, including fintech startups. Therefore, companies need to lower their turnover intention by maintaining their workplace spirituality.

# What are the research questions & objectives?

## Research Questions

1. How does Workplace Spirituality influence Job Satisfaction?
2. How does Workplace Spirituality influence Organizational Commitment?
3. How does Workplace Spirituality influence Turnover Intention?
4. How does Job Satisfaction influence Turnover Intention?
5. How does Organizational Commitment influence Turnover Intention?
6. How does Job Satisfaction mediate the relationship between Workplace Spirituality and Turnover Intention?
7. How does Organizational Commitment mediate the relationship between Workplace Spirituality and Turnover Intention?

## Research Objectives

1. To analyze the influence of Workplace Spirituality on Job Satisfaction.
2. To analyze the influence of Workplace Spirituality on Organizational Commitment.
3. To analyze the influence of Workplace Spirituality on Turnover Intention.
4. To analyze the influence of Job Satisfaction on Turnover Intention.
5. To analyze the influence of Organizational Commitment on Turnover Intention.
6. To evaluate the impact of Job Satisfaction in mediating the relationship between Workplace Spirituality and Turnover Intention.
7. To evaluate the impact of Organizational Commitment in mediating the relationship between Workplace Spirituality and Turnover Intention.

# What is the scope and significance of the study?

## SCOPE

Employees in fintech startups based in the Jakarta metropolitan area and categorized as payment gateway.

Sample size will be taken from Xendit, one of the biggest payment gateway company in Indonesia (in terms of number of employees)

Only discuss the influence of workplace spirituality, job satisfaction, and organizational commitment on turnover intention.

## SIGNIFICANCE

To provide additional literature on the construct of workplace spirituality to the academics community.

To provide feedback and recommendation to Indonesian fintech startups on how to maintain and increase workplace spirituality, job satisfaction, and organizational commitment among its employees.

# What is the structure of the thesis?

## **Chapter I: Introduction**

This chapter outlined the prerequisites for sound research including the explanation of research background, questions, objectives, and gap; problem identification; and scope & significance of the study.

## **Chapter II: Literature Review**

This chapter explained the theoretical review as reference & guideline of the research. In addition, this chapter also presented the definition and result of previous studies, including journals, books, newspaper articles, and other sources of information which supported the research.

## **Chapter III: Research Methodology**

This chapter explained the methods used for completing the research, including the type of research, population & sampling technique, and data analysis & hypothesis testing.

## **Chapter IV: Data Analysis**

This chapter described the details of data analysis, which is an essential part of this study. It also explained the process of data analysis from the procedures taken to take the data to the result and analysis of the result itself.

## **Chapter V: Conclusion and Recommendations**

This chapter is the final chapter that summarizes the entire analysis from the beginning to the end of the research. The recommendations were provided to help future researchers and academicians understand this topic further.



## **CHAPTER 2**

# **LITERATURE REVIEW**

# What are the underpinning theories?

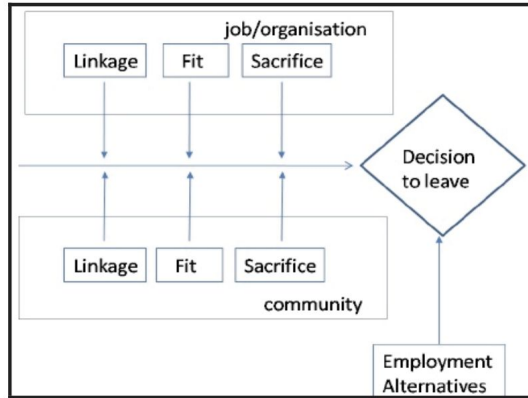


Figure 3.1 Job embedded theory diagram  
Source: Nge-Henha (2017)

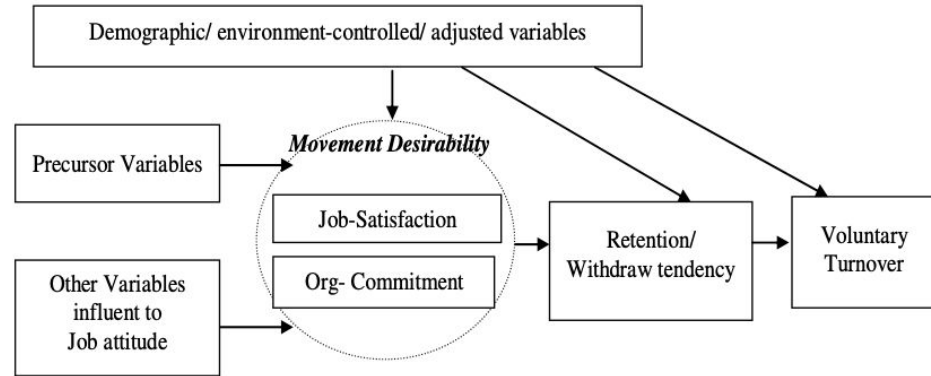


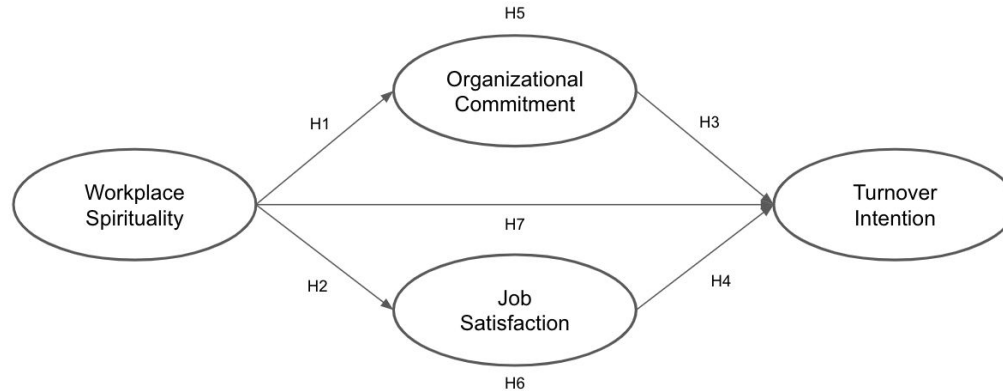
Figure 1. The Traditional Turnover Model. Adapted from Griffeth et al. (2000); pp. 463-488.

Figure 3.2 The traditional attitude turnover model adapted from Griffeth et al. (2000)  
Source: Weibo et al (2010)

# What are the variables to be studied?

Variables	Findings
Workplace Spirituality	<ul style="list-style-type: none"> <li>• According to Johnson (2007), "spirit" has become a buzzword in recent years, and businesses are currently investigating the correct attitude (i.e. spirit) among their most important asset, human capital. Furthermore, Maginnis (2001) defined spiritual well-being as a person's accomplishment in satisfying his or her needs and significance in life, and so maintaining a connected existence with one's coworkers.</li> <li>• A workplace can be considered to be spiritual (or spirit friendly) when it recognizes that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community (Ashmos &amp; Duchon, 2000).</li> </ul>
Turnover Intention	<ul style="list-style-type: none"> <li>• Takase (2010) suggested that turnover intentions are the thoughts employees have regarding leaving the organization voluntarily at a given period of time.</li> <li>• Voluntary and involuntary turnover are the two types of turnover that can occur (Alias et al., 2018).</li> </ul>
Organizational Commitment	<ul style="list-style-type: none"> <li>• Organizational commitment is the degree of affection that an employee shows towards the company he/she is employed in (Vrontis et al., 2015).</li> <li>• Meyer and Allen (1993) defined three components of organizational commitment as: (i) affective; (ii) continuance; and (iii) normative.</li> </ul>
Job Satisfaction	<ul style="list-style-type: none"> <li>• According to Spector (1994), job satisfaction can be defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.</li> <li>• It is conceptualized and operationalized as a state of affect or an individual's mindset about their job (Li et al., 2019).</li> </ul>

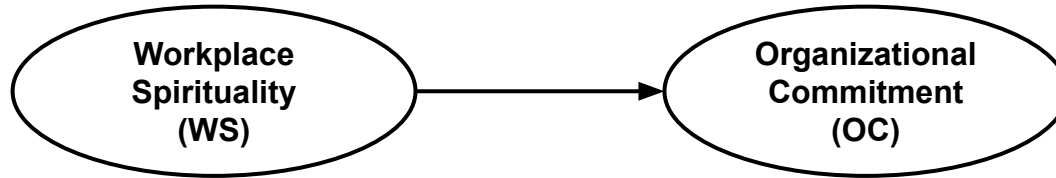
# What are the hypothesis?



- H1. Higher degree of Workplace Spirituality influences higher degree of Organizational Commitment.
- H2. Higher degree of Workplace Spirituality influences higher degree of Job Satisfaction.
- H3. Higher degree of Organizational Commitment influences lower degree of Turnover Intention.
- H4. Higher degree of Job Satisfaction influences lower degree of Turnover Intention.
- H5. Workplace Spirituality has an indirect effect on Turnover Intention through a mediated variable of Organizational Commitment.
- H6. Workplace Spirituality has an indirect effect on Turnover Intention through a mediated variable of Job Satisfaction.
- H7. Higher degree of Workplace Spirituality influences lower degree of Turnover Intention.



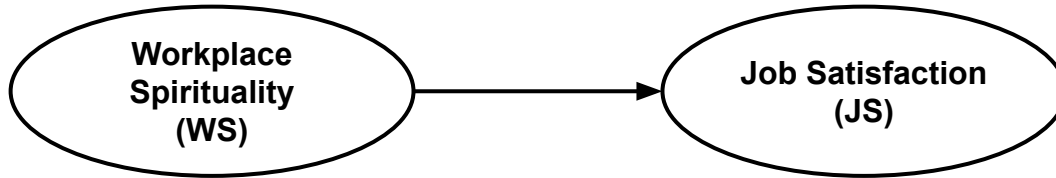
# How were the hypotheses being developed over the years?



H1. Higher degree of Workplace Spirituality influences higher degree of Organizational Commitment

Research	Findings
Wasril (2019)	In research by Wasril (2019) using both qualitative and quantitative methods, it is proven that spirituality at work has influenced organizational commitment and job satisfaction, in which spirituality at work positively and significantly influenced organizational commitment and job satisfaction.
Indrajaya (2017)	Finding from research by Indrajaya (2017) showed that Spirituality at Work has an impact in enhancing Organizational Commitment and Job Satisfaction.

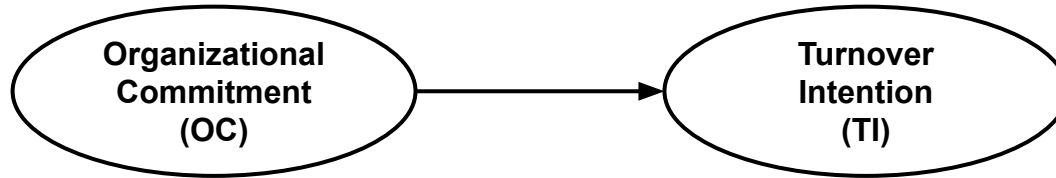
# How were the hypotheses being developed over the years?



H2. Higher degree of Workplace Spirituality influences higher degree of Job Satisfaction

Research	Findings
Gupta et al. (2013)	A correlation analysis in a research by Manu et al. (2013) showed a positive relationship between all the dimensions of spirituality in the workplace and job satisfaction.
Wasril (2019)	In research by Wasril (2019) using both qualitative and quantitative methods, it is proven that spirituality at work has influenced organizational commitment and job satisfaction, in which spirituality at work positively and significantly influenced organizational commitment and job satisfaction.

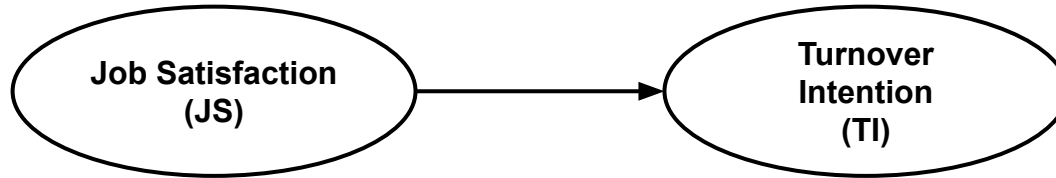
# How were the hypotheses being developed over the years?



H3. Higher degree of Organizational Commitment influences lower degree of Turnover Intention

Research	Findings
Hussain & Xian (2019)	Hussain et al. (2019) suggested that organizational commitment is highly correlated to employees' turnover intention, therefore it is considered as one of the factors that will affect employees' turnover intention.
Chen et al. (2014)	In a study by Chen et al. (2014) in analyzing the factors influencing turnover intention of dentists in hospitals in Taiwan, it was proven that level of work satisfaction and organizational commitment affect turnover intention, in which the most crucial element influencing resident doctors' turnover intention is organizational commitment while work satisfaction, on the other hand, is the most critical factor influencing attending doctors' turnover intention.

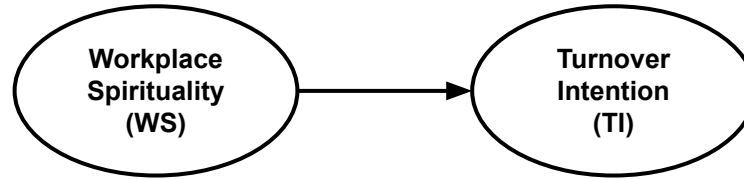
# How were the hypotheses being developed over the years?



H4. Higher degree of Job Satisfaction influences lower degree of Turnover Intention

Research	Findings
Chen et al. (2014)	In a study by Chen et al. (2014) in analyzing the factors influencing turnover intention of dentists in hospitals in Taiwan, it was proven that level of work satisfaction and organizational commitment affect turnover intention, in which the most crucial element influencing resident doctors' turnover intention is organizational commitment while work satisfaction, on the other hand, is the most critical factor influencing attending doctors' turnover intention.
Rakhmitania (2022)	Based on research by Rakhmitania (2022), the employee turnover intention variable and the job satisfaction variable showed a strong relationship.

# How were the hypotheses being developed over the years?



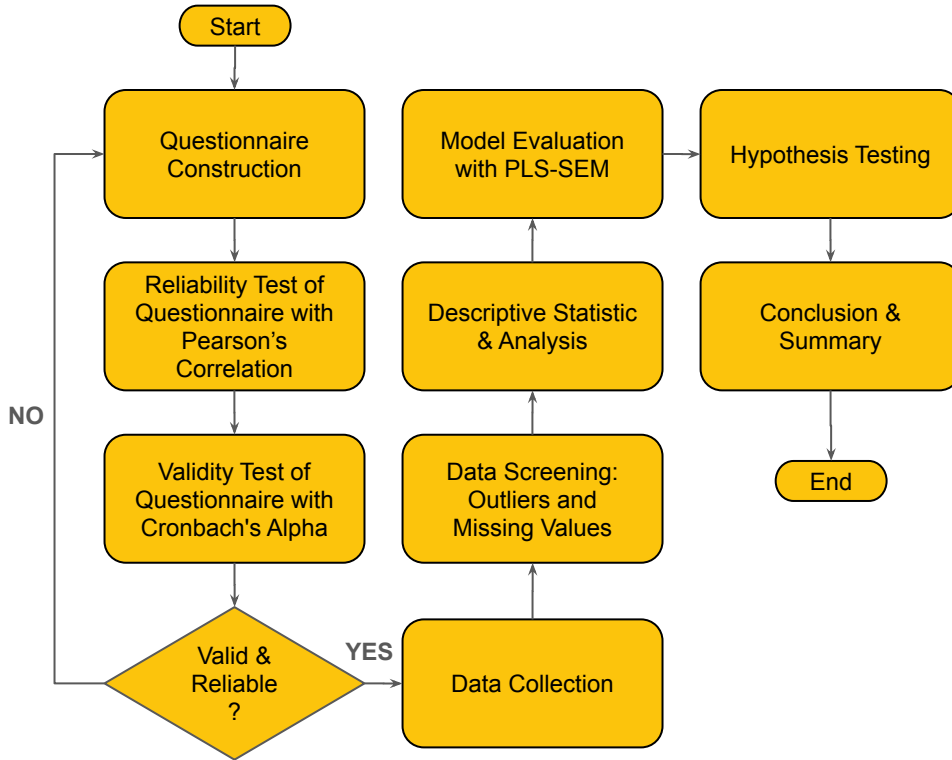
H7. Higher degree of Workplace Spirituality influences lower degree of Turnover Intention

Research	Findings
Hussain & Hussain (2020)	Findings from a research by Hussain & Hussain (2020) confirmed the exploration of previous studies that dimensions of workplace spirituality, namely <i>compassion</i> and <i>alignment of values</i> , have a significant relationship with turnover intention, while dimensions of <i>meaningful work</i> and <i>spiritual orientation</i> have less significance on turnover intention.
Ghayas & Bhutto (2020)	A study by Ghayas & Bhutto (2020) shows that all the dimensions of workplace spirituality namely <i>meaningful work</i> , <i>spiritual association</i> , <i>compassion</i> and <i>alignment of values</i> are found to be negatively associated with turnover intention, thus, it is concluded that workplace spirituality is negatively associated with turnover intention. As a result, managers must focus on meeting the spiritual requirements of their employees to ensure that they do not leave the company too soon.
Yansens et al (2020)	Relationship between spirituality and turnover intention was not confirmed in Yansens et al (2020) study, in which there was no sufficient evidence to state that spirituality has a significant and negative effect on turnover intention.
Beehner & Blackwell (2016)	Findings from a research by Beehner & Blackwell (2016) showed that the effect of a workplace spirituality program on turnover intention was not significant, therefore indicating that workplace spirituality interventions may not be an appropriate turnover intention mitigation method within the food service industry.



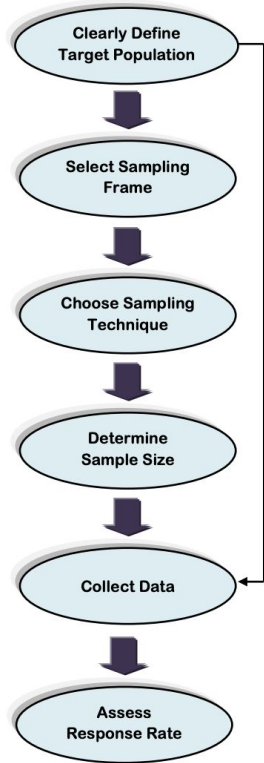
**CHAPTER 3**  
**RESEARCH METHODOLOGY**

# What is the research methodology?



Research Design	Description
Method	Quantitative & deductive
Population	24 payment gateway fintech companies in Jakarta metro (BI database) → 4,569 employees
Sampling	Non-Random Purposive Sampling
Sample Size	124 respondents
Type of Data	<ul style="list-style-type: none"> <li>Primary data (close-ended questionnaires filled by respondents)</li> <li>Secondary data (literature reviews, research, books, reports, and feedback from the academic supervisor)</li> </ul>
Data Collection	Disseminate <b>online questionnaires</b> via email and digital texting services such as WhatsApp, Slack, and Telegram, using Google Forms to respondents.
Survey	Close-ended questions on a five-point Likert scale, in which "1" indicating "Strongly Disagree", "2" indicating "Disagree", "3" indicating "Neutral", "4" indicating "Agree", "5" indicating "Strongly Agree"

# What is the population and sample size?



## POPULATION

24 payment gateway fintech companies in Jakarta metro area, based on Bank Indonesia's "Perizinan Sistem Pembayaran & Pengelolaan Uang Rupiah Izin Kategori 2"

**4,569 employees on LinkedIn\***

*\*(accessed on January 30th, 2024)*

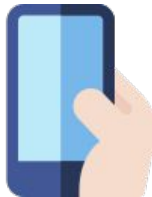


## SAMPLE SIZE

Determine using Cohen table

Significance Level 5%, Minimum R<sup>2</sup> 0.10, and number of arrows 3

**124 respondents**



## SAMPLING TECHNIQUE

The purpose of the study is mainly for generalizability

Every item in the population has an equal chance of being included in sample

**Non-Random Purposive Sampling**

Source: Taherdoost (2016)



# How to measure the variables?

Variable	Dimension	Number of Items	Source	Adopted by	Scale
Workplace Spirituality	Meaningful work	6 items	Milliman et al. (2003)	Gamasiwi et al. (2023)	Likert 1-5
	Sense of community	7 items			
	Alignment of values	8 items			
Organizational Commitment	Normative commitment	6 items	Meyer et al. (1993)	Abbas et al. (2022)	
	Affective commitment	6 items			
	Continuance commitment	6 items			
Job Satisfaction	-	4 items	Judge et al. (2013)	An (2022)	
Turnover Intention	-	6 items	Roodt's Turnover Intention Scale (TIS-6) (2004)	Bothma & Roodt (2013) Alotheimin & Salem (2023)	

# How to adopt the Workplace Spirituality measurement?

Variable	Dimension	Items (from source)	Items (adopted & translated)
<b>Workplace Spirituality</b>  <i>Source: Milliman et al. (2003)</i>  <i>Adopted by: Gamasiwi et al. (2023)</i>	<b>Meaningful work</b>	<ol style="list-style-type: none"> <li>1. I experience joy in work</li> <li>2. My spirit is energized by work</li> <li>3. My work is connected to what I think is important in life</li> <li>4. I look forward to coming to work</li> <li>5. I see a connection between work and social good</li> <li>6. I understand what gives my work personal meaning</li> </ol>	<ol style="list-style-type: none"> <li>1. Saya merasa puas dengan pekerjaan saya</li> <li>2. Saya bersemangat dalam pekerjaan saya</li> <li>3. Saya melakukan pekerjaan yang menurut saya penting dalam hidup saya.</li> <li>4. Saya tidak sabar untuk mulai bekerja setiap hari</li> <li>5. Saya melihat hubungan antara pekerjaan saya dengan kemashalatan bersama</li> <li>6. Saya bisa melihat pekerjaan saya saat ini membuat saya merasa bermakna</li> </ol>
	<b>Sense of community</b>	<ol style="list-style-type: none"> <li>1. Working cooperatively with others is valued</li> <li>2. I feel part of a community</li> <li>3. I believe people support each other</li> <li>4. I feel free to express opinions</li> <li>5. I think employees are linked with a common purpose</li> <li>6. I believe employees genuinely care about each other</li> <li>7. I feel there is a sense of being a part of a family</li> </ol>	<ol style="list-style-type: none"> <li>1. Di pekerjaan saya saat ini, kolaborasi dengan orang lain sangat dihargai</li> <li>2. Di pekerjaan saya saat ini, saya merasa menjadi bagian sebuah komunitas</li> <li>3. Di pekerjaan saya saat ini, saya percaya orang saling mendukung antara satu sama lain</li> <li>4. Di pekerjaan saya saat ini, saya dapat mengekspresikan diri dengan bebas</li> <li>5. Di pekerjaan saya saat ini, karyawan disatukan dengan satu tujuan bersama</li> <li>6. Di pekerjaan saya saat ini, semua karyawan secara tulus peduli dengan sesama</li> <li>7. Di pekerjaan saya saat ini, saya merasa menjadi bagian sebuah keluarga</li> </ol>
	<b>Alignment of values</b>	<ol style="list-style-type: none"> <li>1. I feel positive about the values of the organization</li> <li>2. My organization is concerned about the poor</li> <li>3. My organization cares about all its employees</li> <li>4. My organization has a conscience</li> <li>5. I feel connected with the organization's goals</li> <li>6. My organization is concerned about health of employees</li> <li>7. I feel connected with the mission of the organization</li> <li>8. Organization cares about whether my spirit is energized</li> </ol>	<ol style="list-style-type: none"> <li>1. Saya merasa positif terhadap nilai-nilai organisasi saya saat ini</li> <li>2. Organisasi saya memiliki perhatian terhadap orang-orang miskin</li> <li>3. Organisasi saya peduli terhadap semua karyawannya</li> <li>4. Organisasi saya memiliki hati nurani</li> <li>5. Saya merasa terhubung dengan tujuan-tujuan organisasi saya</li> <li>6. Organisasi saya memiliki perhatian terhadap kesejahteraan karyawannya</li> <li>7. Saya merasa terhubung dengan misi organisasi saya</li> <li>8. Organisasi saya peduli untuk membangun semangat agar saya bergelora</li> </ol>

# How to adopt the Organizational Commitment measurement?

Variable	Dimension	Items (from source)	Items (adopted & translated)
<b>Organisational Commitment</b>  <i>Source: Meyer et al. (1993)</i>  <i>Adopted by: Abbas et al. (2022)</i>	<b>Normative Commitment</b>	<ol style="list-style-type: none"> <li>1. I do not feel any obligation to remain with my current employer (R)</li> <li>2. Even if it were to my advantage, I do not feel it would be right to leave my organization now</li> <li>3. I would feel guilty if I left my organization now</li> <li>4. This organization deserves my loyalty</li> <li>5. I would not leave my organization right now because I have a sense of obligation to the people in it</li> <li>6. I owe a great deal to my organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Saya merasakan sebuah kewajiban untuk tetap bekerja di organisasi saya saat ini (<i>pertanyaan dibuat tidak reverse</i>)</li> <li>2. Walaupun memberikan keuntungan bagi diri saya, namun saya merasa tidak bijak untuk meninggalkan organisasi saya saat ini</li> <li>3. Saya akan merasa bersalah apabila saya meninggalkan organisasi saya saat ini</li> <li>4. Organisasi saya saat ini layak mendapatkan loyalitas saya</li> <li>5. Saya tidak akan meninggalkan organisasi saya saat ini karena saya merasakan sebuah kewajiban terhadap orang-orang yang berada di dalam organisasi ini</li> <li>6. Saya berhutang budi terhadap organisasi saya saat ini</li> </ol>
	<b>Affective Commitment</b>	<ol style="list-style-type: none"> <li>1. I would be very happy to spend the rest of my career with this organization</li> <li>2. I really feel as if this organization's problems are my own</li> <li>3. I do not feel a strong sense of "belonging" to my organization (R)</li> <li>4. I do not feel "emotionally attached" to this organization (R)</li> <li>5. I do not feel like "part of the family" at my organization (R)</li> <li>6. This organization has a great deal of personal meaning for me</li> </ol>	<ol style="list-style-type: none"> <li>1. Saya akan merasa sangat bahagia bila dapat berkarir di organisasi saya saat ini</li> <li>2. Saya merasa bahwa masalah yang dihadapi organisasi saya saat ini seperti masalah saya sendiri</li> <li>3. Saya merasakan rasa memiliki yang kuat terhadap organisasi saya saat ini (<i>pertanyaan dibuat tidak reverse</i>)</li> <li>4. Saya merasakan keterikatan emosional dengan organisasi saya saat ini (<i>pertanyaan dibuat tidak reverse</i>)</li> <li>5. Saya merasa menjadi bagian dari sebuah keluarga di organisasi saya saat ini (<i>pertanyaan dibuat tidak reverse</i>)</li> <li>6. Organisasi saya saat ini memiliki arti personal yang besar bagi saya</li> </ol>

# How to adopt the Organizational Commitment measurement? (cont'd)

Variable	Dimension	Items (from source)	Items (adopted & translated)
<p><b>Organisational Commitment</b></p> <p><i>Source:</i> <i>Meyer et al. (1993)</i></p> <p><i>Adopted by:</i> <i>Abbas et al. (2022)</i></p>	<p><b>Continuance Commitment</b></p>	<ol style="list-style-type: none"> <li>1. Right now, staying with my organization is a matter of necessity as much as desire</li> <li>2. It would be very hard for me to leave my organization right now, even if I wanted to</li> <li>3. Too much of my life would be disrupted if I decided I wanted to leave my organization now</li> <li>4. I feel that I have too few options to consider leaving this organization</li> <li>5. If I had not already put so much of myself into this organization, I might consider working elsewhere</li> <li>6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Saat ini, bekerja di organisasi ini merupakan sebuah kebutuhan, <u>bukan</u> keinginan</li> <li>2. Akan sangat sulit bagi saya untuk meninggalkan organisasi ini, walaupun saya ingin melakukannya</li> <li>3. Terlalu banyak urusan dalam hidup saya akan terganggu apabila saya memutuskan untuk meninggalkan organisasi ini</li> <li>4. Saya hanya memiliki sedikit pilihan apabila saya meninggalkan organisasi ini</li> <li>5. Saya mungkin akan mempertimbangkan untuk bekerja di organisasi lain bila saja saya belum terlanjur bekerja keras untuk organisasi ini</li> <li>6. Salah satu konsekuensi negatif dari meninggalkan organisasi saya saat ini adalah kelangkaan pekerjaan yang tersedia di luar sana.</li> </ol>

# How to adopt the Job Satisfaction measurement?

Variable	Items (from source)	Items (adapted & translated)
<p><b>Job Satisfaction</b></p> <p>Source: <i>Judge et al.</i> (2000)</p> <p>Adopted by: <i>An (2022)</i></p>	<ol style="list-style-type: none"><li>1. I find real enjoyment in my work.</li><li>2. I am satisfied with my work.</li><li>3. Most days I am enthusiastic about my work.</li><li>4. I like my current job.</li></ol>	<ol style="list-style-type: none"><li>1. Saya menikmati pekerjaan yang saya lakukan saat ini.</li><li>2. Saya puas dengan pekerjaan yang saya lakukan saat ini.</li><li>3. Pada umumnya saya antusias terhadap pekerjaan yang saya lakukan saat ini.</li><li>4. Saya menyukai pekerjaan saya saat ini.</li></ol>

# How to adopt the Turnover Intention measurement?

Variable	Dimension	Items (from source)	Items (adapted & translated)
<p><b>Turnover Intention</b></p> <p>Source: Roodt's Turnover Intention Scale (TIS-6) (2004)</p> <p>Adopted by: Alotheimin &amp; Salem (2023)</p>	-	<p>During the past <u>6 months</u>...</p> <ol style="list-style-type: none"> <li>1. How often have you considered leaving your job?</li> <li>2. To what extent is your current job satisfying your personal needs?</li> <li>3. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?</li> <li>4. How often do you dream about getting another job that will better suit your personal needs?</li> <li>5. How likely are you to accept another job at the same compensation level should it be offered to you?</li> <li>6. How often do you look forward to another day at work? (R)</li> </ol>	<p>Selama 6 bulan terakhir..</p> <ol style="list-style-type: none"> <li>1. Saya sering mempertimbangkan untuk <i>resign</i></li> <li>2. Saya merasa pekerjaan saya saat ini memuaskan kebutuhan pribadi saya</li> <li>3. Saya sering merasa frustrasi dalam pekerjaan saya saat ini ketidak tidak diberikan kesempatan untuk meraih tujuan pekerjaan yang bermanfaat bagi saya secara personal</li> <li>4. Saya sering membayangkan mendapatkan pekerjaan lain yang lebih sesuai dengan kebutuhan pribadi saya</li> <li>5. Saya sangat mungkin menerima pekerjaan lain dengan tingkat kompensasi yang sama apabila ada perusahaan lain yang menawarkan kepada saya</li> <li>6. Saya tidak tahan untuk masuk kerja di esok hari (<i>pertanyaan dibuat <u>tidak</u> reverse</i>)</li> </ol>

**THANK YOU!**

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**Exhibit 1.7** Sample Size Recommendation a in PLS-SEM for a Statistical Power of 80%

Maximum Number of Arrows Pointing at a Construct	Significance Level											
	1%				5%				10%			
	Minimum R <sup>2</sup>				Minimum R <sup>2</sup>				Minimum R <sup>2</sup>			
	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75
2	158	75	47	38	110	52	33	26	88	41	26	21
3	176	84	53	42	124	59	38	30	100	48	30	25
4	191	91	58	46	137	65	42	33	111	53	34	27
5	205	98	62	50	147	70	45	36	120	58	37	30
6	217	103	66	53	157	75	48	39	128	62	40	32
7	228	109	69	56	166	80	51	41	136	66	42	35
8	238	114	73	59	174	84	54	44	143	69	45	37
9	247	119	76	62	181	88	57	46	150	73	47	39
10	256	123	79	64	189	91	59	48	156	76	49	41

Source: Cohen, J. A power primer. *Psychological Bulletin*, 112, 155–159.



<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.  
*S* is sample size.