

## JOB SATISFACTION AMONG MILLENNIAL CIVIL SERVANTS IN TASIKMALAYA CITY: THE MEDIATING ROLE OF WORK MOTIVATION IN THE INFLUENCE OF COMPENSATION, WORKLOAD, AND SPIRITUAL INTELLIGENCE

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### *Abstract*

*This study investigates the influence of compensation, workload, and spiritual intelligence on job satisfaction among millennial civil servants in the Tasikmalaya City Government, with work motivation as a mediating variable. Using Partial Least Square – Structural Equation Modeling (PLS-SEM), the findings reveal that compensation, workload, and spiritual intelligence significantly and positively affect both work motivation and job satisfaction. Furthermore, work motivation significantly and positively impacts job satisfaction. Crucially, work motivation is confirmed to mediate the relationship between compensation, workload, spiritual intelligence, and job satisfaction. These results underscore the importance of understanding factors influencing millennial civil servants' motivation to enhance human resource management and foster a more productive, innovative, and loyal workforce within government institutions..*

**Keywords:** *Compensation, Workload, Spiritual Intelligence, Work Motivation, and Job Satisfaction*

### **Abstrak**

Penelitian ini menganalisis pengaruh kompensasi, beban kerja, dan kecerdasan spiritual terhadap kepuasan kerja di lingkungan pegawai negeri sipil milenial di Pemerintah Kota Tasikmalaya, dengan motivasi kerja sebagai variabel mediasi. Dengan menggunakan Partial Least Square - Structural Equation Modeling (PLS-SEM), hasil penelitian menunjukkan bahwa kompensasi, beban kerja, dan kecerdasan spiritual secara signifikan dan positif mempengaruhi motivasi kerja dan kepuasan kerja. Lebih lanjut, motivasi kerja secara signifikan dan positif mempengaruhi kepuasan kerja. Yang terpenting, motivasi kerja terbukti memediasi hubungan antara kompensasi, beban kerja, kecerdasan spiritual, dan kepuasan kerja. Hasil penelitian ini menggarisbawahi pentingnya memahami faktor-faktor yang mempengaruhi motivasi pegawai negeri sipil milenial

untuk meningkatkan manajemen sumber daya manusia dan mendorong tenaga kerja yang lebih produktif, inovatif, dan loyal di dalam institusi pemerintah.

**Kata Kunci:** *Kompensasi, Beban Kerja, Kecerdasan Spiritual, Motivasi Kerja, dan Kepuasan Kerja*

## **Introduction**

The global workforce is undergoing a profound transformation, driven by the increasing dominance of the millennial and Generation Z cohorts in both private and public sectors. These generations bring distinct values to the workplace, notably a stronger emphasis on work-life balance and psychological well-being, which fundamentally challenges traditional human resource management approaches. In Indonesia, this demographic shift is particularly pronounced within the State Civil Apparatus (ASN). As of July 2024, data from the State Civil Service Agency indicates that Millennial/Y Generation constitutes 54% of the total ASN, with Generation X at 36%. The Tasikmalaya City Government mirrors this trend, with Generation X (53.51%) and Millennial/Y Generation (43.12%) forming the majority of its civil servants.

Despite their growing presence, concerns regarding job satisfaction among these younger generations are emerging. Surveys suggest a significant intent among Gen Z (40%) and millennial (24%) employees to leave their jobs within two years, often citing job dissatisfaction or burnout as primary reasons (Lever, 2022; Deloitte, 2022). An initial survey conducted for this research among 243 ASN in Tasikmalaya City using the Minnesota Satisfaction Questionnaire (MSQ) further supports this concern, revealing that 58.44% reported being dissatisfied or very dissatisfied with their job satisfaction. This highlights a critical challenge for human resource management in adapting to the unique needs and expectations of the millennial workforce.

Given these challenges, there is a clear need to understand the factors influencing job satisfaction among millennial ASN in the Indonesian public sector. While general research on job satisfaction exists, studies specifically addressing the interplay of compensation, workload, and spiritual intelligence, and crucially, the mediating role of work motivation, within the context of Indonesian millennial civil servants in a specific

regional government like Tasikmalaya City, remain limited. This study aims to fill this critical gap by providing empirical evidence on these complex relationships.

Therefore, this research aims to investigate: (1) the direct effects of compensation, workload, and spiritual intelligence on both work motivation and job satisfaction, (2) the direct effect of work motivation on job satisfaction, and (3) the mediating role of work motivation in the relationship between compensation, workload, spiritual intelligence, and job satisfaction among millennial civil servants in the Tasikmalaya City Government. The findings are expected to offer significant theoretical contributions by enriching the understanding of job satisfaction models in the public sector, particularly concerning generational differences. Practically, this study will provide actionable insights for the Tasikmalaya City Government's human resource department to develop targeted strategies for improving job satisfaction, enhancing motivation, and ultimately fostering a more productive and loyal workforce among its millennial ASN."

## **Research Methods**

This study employs a quantitative research approach with an explanatory design to investigate the causal relationships between the variables. By utilizing a survey strategy, the research aims to test hypotheses regarding the influence of compensation, workload, and spiritual intelligence on job satisfaction, mediated by work motivation, within the specific context of Millennial Generation ASN in the Tasikmalaya City Government. This approach is suitable for examining complex relationships among multiple variables and allows for statistical analysis to establish empirical support for the proposed model.

The population for this study consists of all Millennial Generation State Civil Apparatus (ASN) working within the Tasikmalaya City Government. As of December 1, 2024, the Tasikmalaya City Government employs 6,457 ASN, with the Millennial Generation comprising 2,784 individuals among them. For this research, a non-probability sampling technique, specifically purposive sampling, will be utilized. This method allows for the selection of respondents who meet specific criteria relevant to the study's objectives, namely being a Millennial/Y Generation ASN in the Tasikmalaya City Government. Based on recommended guidelines for Partial Least Square – Structural

Equation Modeling (PLS-SEM) which often suggest a minimum sample size derived from model complexity or statistical power considerations (e.g., the "10-times rule" for the maximum number of arrows pointing at a latent variable), a minimum sample size of 350 respondents is required to ensure robust statistical analysis and generalizability of the findings to the target population.

This study examines five key variables. Independent Variables: Compensation (X1): The total remuneration and benefits received by ASN. Workload (X2): The amount of work an ASN is required to perform. Spiritual Intelligence (X3): The ability to use spiritual resources to achieve desired outcomes. Mediating Variable: Work Motivation (Z): The internal and external factors that stimulate enthusiasm and persistence to pursue a course of action. Dependent Variable: Job Satisfaction (Y): The extent to which an ASN is content with their job. All variables will be measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire items for each variable will be adapted from established instruments and modified to fit the context of Indonesian ASN.

Data will be collected through a self-administered online questionnaire distributed via Google Forms. This method allows for efficient reach to a large number of respondents across various regional apparatus organizations within the Tasikmalaya City Government. The questionnaire will contain a series of structured questions and statements designed to elicit responses on the study's variables. Prior to full distribution, a pilot test will be conducted to ensure the clarity and comprehensibility of the questionnaire items. Collected data will be managed and processed by the researchers.

The data collected will be analyzed using Partial Least Square – Structural Equation Modeling (PLS-SEM), specifically employing the SmartPLS 4 application. PLS-SEM is chosen for this study due to its suitability for:

1. Exploratory Research: It is robust for situations where theoretical relationships are still being developed or explored, as is often the case with complex behavioral models.
2. Small to Medium Sample Sizes: While a sample size of 350 is substantial, PLS-SEM performs well even with relatively smaller samples compared to covariance-based SEM.

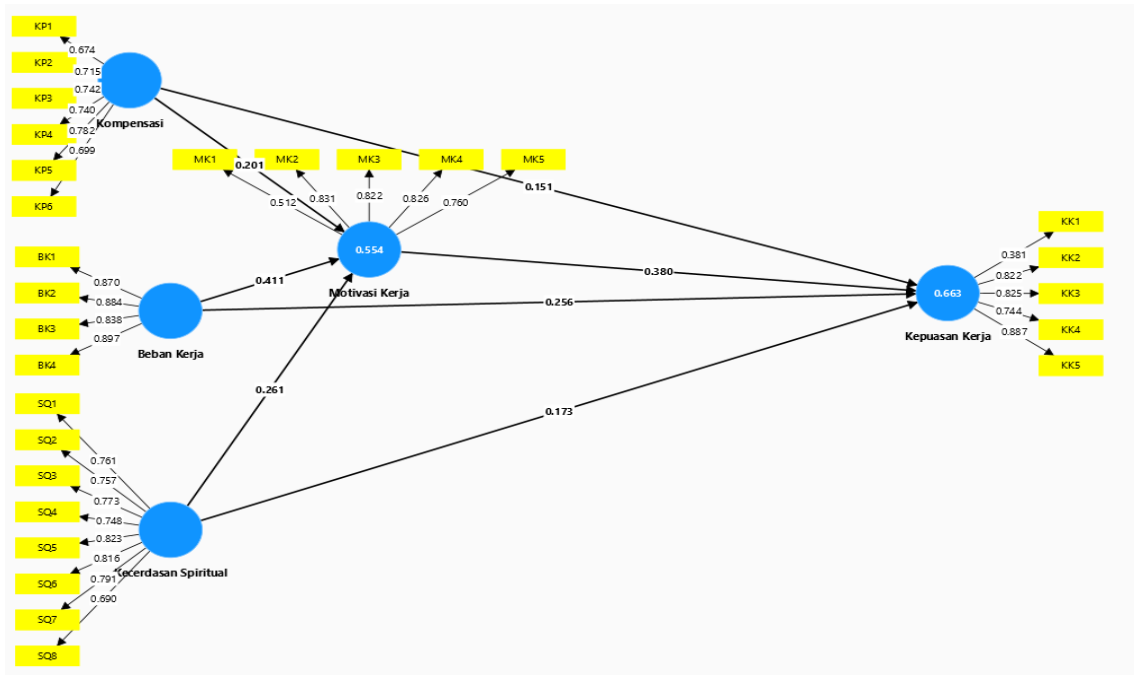
3. **Predictive Focus:** PLS-SEM emphasizes prediction and explanation of variance in dependent variables, aligning with the study's objective to understand the influence on job satisfaction.
4. **Complex Models:** It can effectively handle complex models involving multiple independent, dependent, and mediating variables.

The data analysis process using SmartPLS 4 will involve several key stages:

1. **Measurement Model Evaluation (Outer Model):** This step assesses the reliability (internal consistency using Composite Reliability and Cronbach's Alpha) and validity (convergent validity using Average Variance Extracted (AVE) and discriminant validity using the Fornell-Larcker criterion or Heterotrait-Monotrait (HTMT) ratio) of the constructs.
2. **Structural Model Evaluation (Inner Model):** This stage examines the hypothesized relationships between constructs by analyzing path coefficients (to determine the strength and direction of relationships), R-squared values (to assess the explanatory power of the model), and Q-squared values (for predictive relevance).
3. **Hypothesis Testing:** The significance of the path coefficients will be determined through bootstrapping procedures, allowing for conclusions regarding the acceptance or rejection of the proposed hypotheses.
4. **Mediation Analysis:** Specific tests will be conducted to confirm the mediating role of work motivation, typically by examining indirect effects.
5. **Overall Model Fit Assessment:** While PLS-SEM does not rely on global fit indices as heavily as CB-SEM, some overall model fit measures (e.g., Standardized Root Mean Square Residual (SRMR)) will be considered to evaluate the model's consistency with the empirical data

**Discussion**

The model estimation in this study results in the following figure.



The test on model evaluation has results including Convergent Validity, all indicators are said to be valid. This measure describes how well the item describes the measurement of the variable. The higher the LF, it reflects the representation of the measurement item in measuring the variable. The minimum loading factor value in this study is that there are several indicators that have a loading factor value of less than 0.6 and all variables have an average variance inflation factor (AVE) value > 0.5 based on the processing results using SmartPLS 4, so all indicators are said to have met the convergent validity requirements of the model obtained the following results.

**Tabel 1**  
**Nilai Convergent Validity**

Variable	Measurement Item	Indicator	Outer Loadings	AVE	Criteria
1	2	3	4	5	6
Compensation	KP1	Salary/Wages	0.674	0.527	Valid
	KP2	Incentives	0.715		Valid
	KP3	Bonus	0.742		Valid
	KP4	Benefits	0.740		Valid
	KP5	Facilities	0.782		Valid
	KP6	Insurance	0.699		Valid

Workload	BK1	Working Conditions	0.870	0.762	Valid
	BK2	Use of working time	0.884		Valid
	BK3	Targets that must be achieved	0.838		Valid
	BK4	Work environment	0.897		Valid
Spiritual Intelligence	SQ1	Have a vision	0.761	0.594	Valid
	SQ2	Feeling the presence of Allah SWT	0.757		Valid
	SQ3	Do dhikr and pray	0.773		Valid
	SQ4	Have the quality of patience	0.748		Valid
	SQ5	Tend towards goodness	0.823		Valid
	SQ6	Have empathy	0.816		Valid
	SQ7	Have a big heart	0.791		Valid
	SQ8	Serve and help	0.690		Valid
Work motivation	MK1	Salary	0.512	0.578	Valid
	MK2	Supervision	0.831		Valid
	MK3	Working relationship	0.822		Valid
	MK4	Recognition or reward	0.826		Valid
	MK5	Success	0.760		Valid
Job Satisfaction	KK1	Salary payment	0.381	0.568	Valid
	KK2	The work itself	0.822		Valid
	KK3	Coworkers	0.825		Valid
	KK4	Promotion	0.744		Valid
	KK5	Supervisor	0.887		Valid

Source: Data processed by researchers, 2025

Then in the reliability test all variables are reliable with a Cronbach's alpha value above 0.70 results in the following data.

**Tabel 2**  
**Nilai Reliabilitas**

1	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Keterangan
2	3	4	5	
Workload	0.896	0.906	0.927	Reliabel
Spiritual Intelligence	0.902	0.904	0.921	Reliabel
Job Satisfaction	0.793	0.849	0.861	Reliabel
Compensation	0.824	0.841	0.870	Reliabel
Work motivation	0.806	0.808	0.870	Reliabel

*Source: Data processed by researchers, 2025*

Evaluation of the structure model (Inner Model) there are several tests. Multicollinearity tests all construct VIF values  $< 5$ , so there is no multicollinearity between variables.

**Tabel 3**  
**Inner Variance Inflation Factor (VIF)**

Konstruk	VIF
Workload -> Job satisfaction	2.431
Workload -> Work motivation	2.053
Spiritual Intelligence -> Job satisfaction	1.739
Spiritual Intelligence -> Work motivation	1.586
Compensation -> Job satisfaction	1.708
Compensation -> Work motivation	1.618
Work motivation -> Job satisfaction	2.240

*Source: Data processed by researchers, 2025*

To test the hypothesis using the Bootstrapping technique with the results divided into two results, namely directly and indirectly.

**Tabel 4**  
**Hasil Uji Hipotesis *Direct Effect* Teknik *Boostrapping***

Konstruk	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
1	2	3	4	5	6
Workload -> Job satisfaction	0.256	0.252	0.068	3.758	0.000
Workload -> Work motivation	0.411	0.406	0.061	6.751	0.000
Spiritual Intelligence -> Job satisfaction	0.173	0.177	0.052	3.300	0.001
Spiritual Intelligence -> Work motivation	0.261	0.262	0.049	5.380	0.000
Compensation -> Job satisfaction	0.151	0.150	0.060	2.511	0.012
Compensation -> Work motivation	0.201	0.205	0.054	3.725	0.000
Work motivation -> Job satisfaction	0.380	0.381	0.067	5.666	0.000

*Source: Data processed by researchers, 2025*

Based on the path coefficient presented in Table 4, the direct effect between variables can be explained as follows.

1. The effect of workload on job satisfaction is (0.256) with t statistic (3.758 > 1.96) and p-value (0.000 < 0.05). It can be interpreted that workload has a positive and significant effect on job satisfaction. Every change in the workload variable will significantly increase job satisfaction, so the hypothesis is accepted.
2. The effect of workload on work motivation is (0.411) with t statistic (6.751 > 1.96) and p-value (0.000 < 0.05). It can be interpreted that workload has a positive and significant effect on work motivation. Every change in workload variables will significantly increase work motivation, so the hypothesis is accepted.
3. The effect of spiritual intelligence on job satisfaction is (0.173) with t statistic (3.300 > 1.96) and p-value (0.001 < 0.05). It can be interpreted that spiritual intelligence has a positive and significant effect on job satisfaction. Every change in the spiritual intelligence variable will significantly increase job satisfaction, so the hypothesis is accepted.

4. The effect of spiritual intelligence on work motivation is (0.261) with t statistic (5.380 > 1.96) and p-value (0.000 < 0.05). It can be interpreted that spiritual intelligence has a positive and significant effect on work motivation. Every change in the spiritual intelligence variable will significantly increase work motivation, so the hypothesis is accepted.
5. The effect of compensation on job satisfaction is (0.151) with t statistic (2.511 > 1.96) and p-value (0.012 < 0.05). It can be interpreted that compensation has a positive and significant effect on job satisfaction. Every change in the compensation variable will significantly increase job satisfaction, so the hypothesis is accepted.
6. The effect of compensation on work motivation is (0.201) with t statistic (3.725 > 1.96) and p-value (0.000 < 0.05). It can be interpreted that compensation has a positive and significant effect on work motivation. Every change in the compensation variable will significantly increase work motivation, so the hypothesis is accepted.
7. The effect of work motivation on job satisfaction is (0.380) with t statistic (5.666 > 1.96) and p-value (0.000 < 0.05). It can be interpreted that work motivation has a positive and significant effect on job satisfaction. Any change in work motivation variables will significantly increase job satisfaction, so the hypothesis is accepted.

**Tabel 5**  
**Hasil Uji Hipotesis *Indirect Effect* Teknik *Bootstrapping***

Konstruk	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
1	2	3	4	5	6
compensation -> work motivation -> job satisfaction	0.076	0.078	0.025	3.073	0.002
workload -> -> work motivation -> job satisfaction	0.156	0.156	0.040	3.912	0.000
spiritual intelligence -> -> work motivation -> job satisfaction	0.099	0.099	0.024	4.122	0.000

*Source: Data processed by researchers, 2025*

Based on the data presented in Table 5, the explanation of the indirect effect between variables is as follows.

1. The results of testing the compensation variable on job satisfaction through work motivation as a mediating variable, with a p-value ( $0.002 < 0.05$ ). This shows that compensation has a positive and significant effect on job satisfaction through work motivation, in other words, work motivation acts as a variable that mediates the indirect effect of compensation on job satisfaction, so the hypothesis is accepted.
2. The results of testing workload variables on job satisfaction through work motivation as a mediating variable, with a p-value ( $0.000 < 0.05$ ). This shows that workload has a positive and significant effect on job satisfaction through work motivation, in other words, work motivation acts as a variable that mediates the indirect effect of workload on job satisfaction, so the hypothesis is accepted.
3. The results of testing the spiritual intelligence variable on job satisfaction through work motivation as a mediating variable, with a p-value ( $0.000 < 0.05$ ). This shows that spiritual intelligence has a positive and significant effect on job satisfaction through work motivation, in other words, work motivation acts as a variable that mediates the indirect effect of spiritual intelligence on job satisfaction, so the hypothesis is accepted.

The results of the direct effect size use the effect size F square with F square criteria of 0.02 low, 0.15 moderate, 0.35 high. With the following results.

**Tabel 6**  
**Nilai F Square**

Variabel Eksogen	Motivasi Kerja	Kepuasan Kerja
Work Motivation		0.192
Workload	0.184	0.080
Spiritual Intelligence	0.096	0.051
Compensation	0.056	0.040

*Source: Data processed by researchers, 2025*

The goodness and fit test has three parts, namely R square, Q Square and Goodness of Fit (GoF). The results of the third test are as follows..

**Tabel 7**  
**Nilai R Square**

Variabel Endogen	R-square	Kriteria
Job Satisfaction	0.663	Moderat
Work Motivation	0.554	Moderat

*Source: Data processed by researchers, 2025*

**Tabel 8**  
**Q Square Predict**

Variabel Endogen	Q <sup>2</sup> predict	Kriteria
Job Satisfaction	0.585	Tinggi
Work Motivation	0.540	Tinggi

*Source: Data processed by researchers, 2025*

**Tabel 4.22**  
**Indeks Goodness of Fit**

Rata-Rata Nilai <i>Commuality</i>	Rata-Rata Nilai <i>R Square</i>	Indeks <i>Goodness of Fit</i>	Kriteria
0.378	0.608	0.479	Tinggi

*Source: Data processed by researchers, 2025*

The discussion of the results of hypothesis testing is explained as follows.

- a. The Tasikmalaya City Government does not yet have regulations regarding the provision of bonuses to ASN, this is material that must be considered by the Tasikmalaya City Government to be a form of appreciation for ASN Tasikmalaya City Government in order to improve the quality of public services. For the workload on Millennial ASN in the City Government environment there are very good criteria, there are still indicators that are of good value, namely indicators of working conditions. Working conditions in ASN can be seen in several such as unbalanced workload, inadequate work facilities, and an unfavorable work environment. The Tasikmalaya City Government must pay attention to these things in order to increase the value of the working conditions indicator in the Millennial ASN in the Tasikmalaya City Government. Spiritual Intelligence in Millennial ASN in the Tasikmalaya City Government is very good. The lowest score on the indicator in spiritual intelligence is having the quality of patience. The millennial generation is a generation that grew up in the age of technological development, the millennial

generation is also synonymous with efficiency, speed and instant results. However, in the world of bureaucracy, patience can be one of the keys to providing quality services. The Tasikmalaya City Government must better understand the characteristics of each generation in carrying out HR management, especially in millennial ASNs, which are expected to be the most dominant number of ASNs in the next few years. The work motivation of millennial generation ASNs in the Tasikmalaya City Government is good. The lowest value is in the Salary indicator. In ASN, salaries have been regulated in law centrally. The Tasikmalaya City Government can optimize the assessment by supporting from other aspects. So that ASN can optimally utilize salaries for other needs, for example in terms of creating other ASN welfare programs such as Housing and Transportation programs. For job satisfaction in millennial generation ASN in the Tasikmalaya City Government, the perception is good. There is a low value in the Promotion indicator. The Tasikmalaya City Government can create a good and more transparent promotion pattern in order to increase the value of promotion indicators such as by implementing a talent management system so that promotion patterns are based on the performance and competence of each ASN.

- b. The results of data analysis in this researcher show that compensation, workload and spiritual intelligence simultaneously have a positive and significant effect on work motivation with an R Square value of 0.554 or 55.4%. However, it still needs to be considered that there are 45.6% other factors outside of compensation, workload and spiritual intelligence that influence work motivation that can be taken into consideration in increasing ASN work motivation in order to make millennial generation ASNs more enthusiastic at work and these factors may be related to the characteristics that exist in the millennial generation in seeing work. In carrying out their duties, ASN will experience ups and downs, especially when facing challenges and pressures in carrying out their duties. Therefore, it needs important attention related to how to increase ASN work motivation which can change at any time by understanding the factors that can increase ASN work motivation, hopefully it can facilitate the implementation of apparatus resource management.

- c. The results of data analysis in this research indicate that compensation, workload and spiritual intelligence simultaneously have a positive and significant effect on job satisfaction with an R Square value of 0.663 or 66.3%. However, it still needs to be considered that there are 33.7% other factors outside of compensation, workload and spiritual intelligence that affect job satisfaction that can be taken into consideration in increasing ASN job satisfaction in order to make millennial generation ASNs have more satisfaction at work and can be comfortable in carrying out work for the organization and these factors may be related to the characteristics that exist in the millennial generation in seeing work. ASN job satisfaction is something that must be a concern, this is because ASN job satisfaction not only affects the individual ASN but also affects the public services provided to the community. ASNs who are satisfied with their jobs tend to be more productive, innovative and have high loyalty to the agencies where they work.
- d. The results of data analysis in this study indicate that the effect of compensation on job satisfaction through work motivation produces an indirect effect of 0.076 and p value 0.002. This shows that work motivation acts as a variable mediating the indirect effect of compensation on job satisfaction. This means that when ASN gets good compensation, this can increase work motivation, which in turn increases job satisfaction. The results of data analysis in this study indicate that the effect of workload on job satisfaction through work motivation produces an indirect effect of 0.156 and a p value of 0.000. This shows that work motivation acts as a variable mediating the indirect effect of workload on job satisfaction. This means that when ASN gets a good workload, this can increase work motivation, which in turn increases job satisfaction. The results of data analysis in this study indicate that the effect of workload on job satisfaction through work motivation produces an indirect effect of 0.099 and a p value of 0.000. This shows that work motivation acts as a variable mediating the indirect effect of spiritual intelligence on job satisfaction. This means that when ASN gets good spiritual intelligence, this can increase work motivation, which in turn increases job satisfaction. ASNs who have good spiritual intelligence will tend to have more motivation to work and provide good public

services and can also foster satisfaction at work so that work can run well and have positive value and increase more quality services.

## Conclusion

Based on the results of data analysis obtained from this study, it can be concluded as follows. Respondents' perceptions illustrate that compensation, workload, spiritual intelligence, work motivation and job satisfaction in millennial generation ASN in the Tasikmalaya City Government are good. This shows that the Government has been good at carrying out human resource management within the Tasikmalaya City Government for millennial generation ASNs. Compensation, workload and spiritual intelligence have a positive and significant effect on work motivation. Good compensation will increase ASN work motivation. Compensation, workload and spiritual intelligence have a positive and significant effect on job satisfaction. Work motivation has a positive and significant effect on job satisfaction. Work motivation is able to mediate the effect of compensation, workload and spiritual intelligence on job satisfaction of millennial generation ASN positively and significantly.

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