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The Influence of Employee Empowerment, Perceived Organizational Support and Burnout on Intention to Stay Through Job Satisfaction: Study at Universities Negeri Malang, Indonesia

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Abstract:

Intention to stay is a commitment and intention of the employee to stay in an organization for a long time even though there is an opportunity to leave the organization, or even there are problems that occur in the organization. There are five research variables in this study they are employee empowerment, perceived organizational support, burnout, job satisfaction and intention to stay. The purpose of this study was to determine the partial effect of Employee Empowerment, perceived organizational support and burnout on job satisfaction, employee empowerment, perceived organizational support and burnout on intention to stay and job satisfaction with intention to stay. This research was included in qualitative associative research using Partial Least Square (PLS) analysis techniques. The subjects of this study were non government lecturers in Universitas Negeri Malang with the sampling method using Proportional Random Sampling method so that it was obtained for 101 samples. The results showed that (1) Employee Empowerment have positive and significant effect on job satisfaction, (2) perceived organizational support have a positive and significant effect on job satisfaction. (3) burnout has a negative and significant effect on job satisfaction. (4) job satisfaction has a positive and significant effect on intention to stay. (5) Employee empowerment has a positive and not significant effect on the intention to stay. (6) perceived organizational support have a negative and not significant effect on intention to stay. (7) burnout has a negative and significant effect on intention to stay. (8) employee empowerment has a positive and not significant effect on intention to stay through job satisfaction. (9) perceived organizational support have a positive and not significant effect on intention to stay through job satisfaction. (10) burnout has a negative and not significant effect on intention to stay through job satisfaction.

Keywords: Employee empowerment, perceived organizational support, work weakness, job satisfaction, intention to stay

1. Introduction

Globalization that occurs in various aspects of life has given a great effect to the industry in Indonesia, both manufacturing and service industries. These conditions require organizations to have competitive advantages in terms of product quality, service, costs, and professional human resources. One way for companies to overcome competition and have competitive advantages is by managing human resources owned and creating a conducive work environment that will support the company's business activities optimally.

Humans are invaluable assets that must be owned by the company because of its ability to carry out management and business activities of the company. In the context of service companies, optimal quantity and quality of services will greatly affect the satisfaction and loyalty of consumers or customers. Besides that in manufacturing companies, the role of humans is no less important in carrying out the company's business management and creating creative ideas in order to realize product diversification and differentiation. In addition to the above, the role of humans in the education sector cannot be doubted. The lecturers and teachers who have the obligation to create generations that are intelligent, dignified and have competitiveness are also assets that are not only beneficial for institutions but society as a whole. Thus making humanity an asset that is so valuable in the company that it increases expertise / competency, provides support for its work, and maintains employee job satisfaction is something that needs to be considered in organizing one of them in the education sector, namely the University Universitas negeri malang (UM) is a university in the environment Ministry of Education and Culture under the guidance of the Directorate General of Higher Education based in Malang City and Blitar City, East Java. The University, formerly known as IKIP (Institute of Teacher Training and Education), has been established since 1954, and has grown so rapidly that it has 1,059 lecturers and 1,099 education personnel as of December 2018. They jointly carry out various fundamental changes order to improve management of the institution; both include the application of remuneration both for lecturers and education staff, as well as various other learning support facilities. The

change must of course be followed by an increase in employee job satisfaction which will have an impact on the desire to stay together with the organization (for lecturers and education staff). Although these fundamental changes have been made, there are still many other factors that need to be considered. Other things such as employee empowerment, organizational support and burnout, will affect how employee job satisfaction will lead to employee's intention to remain in the organization. As one of the big universities in Indonesia with a total of nearly 34,000 students (data as of December 2018) makes Universitas Negeri Malang require a lot of university equipment both lecturers and education staff who are not only skilled but able to work under pressure to serve all students every the day. With a total of 1,059 lecturers and 1,099 civil servants and non-civil servant education staff spread across eight faculties including postgraduate and almost 120 study programs, extra effort and changes are needed so that teaching and learning activities can continue to be carried out without reducing employee job satisfaction and employee fatigue at work. This research is specifically for non-government lecturer with the consideration that they are support system that is so close to the main tasks of universities, especially those related to the efforts made by UM as described above. The change aims to improve employee job satisfaction which will increase the employee's intention to remain in the organization.

2. Methods

2.1. Sample

The population in this study was all non-government lecturers recorded in the data of employees. Based on data obtained from the Head of the Lecturer Staff in the Rectorate Building (August, 2019), non-government lecturers in Universitas Negeri Malang were 134 people from total of eight faculties. So that the population in this study was 134 people. The type of sample used in this study by using Proportional Random Sampling which is a sampling technique that takes into consideration elements or categories in the study population. In determining the size of the sample, researchers used the Slovin formula, at the end we found that sample of this study were 101 respondent, consisting of Non-government lecturers in universitas Negeri Malang.

Furthermore, the sampling technique is done by using Proportional Random Sampling, so it is necessary to know how many respondents from each faculty. The following is the calculation formula:

$$n_a = \left(\frac{N_a}{N} \right) n$$

No	Faculty	Population	Sample
1.	Fakultas Ilmu Pendidikan	15	11,3 or 12
2.	Fakultas Sastra	27	20,3 or 21
3.	Fakultas Matematika dan Ilmu Pengetahuan Alam	10	7,5 or 8
4.	Fakultas Ekonomi	39	29,3 or 29
5.	Fakultas Teknik	16	12,05 or 12
6.	Fakultas Ilmu Keolahragaan	3	2,26 or 2
7.	Fakultas Ilmu Sosial	18	13,5 or 14
8.	Fakultas Pendidikan Psikologi	4	3,01 or 3
	Total	134	101

Table 1. Population and Sample Size
Source: Data Processed by Researcher 2019

2.2. Data Analysis

The data collected was then analyzed descriptively by using the SPSS 22 statistical program to analyze the validity, reliability of the instrument and respondent data. Descriptive analysis to analyze employee perceptions on employee empowerment variables (X1), Perceived organizational support (X2) burnout (X3), job satisfaction (Z) and intention to stay (Y). Furthermore, the Partial Least Square (PLS) analysis technique is used to determine the correlation and answer the research hypothesis using the Warp PLS program.

3. Result

3.1. Descriptive Analysis

3.1.1. Respondents' Perception on Employee Empowerment Variables

		Responden's Answer					Average
		Strongly Agree	Agree	Neutral	Disagree	Strongly Dis.	
X1.1.1	F	39	42	18	2	0	4.17
	%	38.6%	41.6%	17.8%	2.0%	0.0%	
X1.1.2	F	67	26	8	0	0	4.58
	%	66.3%	25.7%	7.9%	0.0%	0.0%	
X1.1.3	F	44	51	6	0	0	4.38
	%	43.6%	50.5%	5.9%	0.0%	0.0%	
Mean Indicator Trust							4.38
X1.2.1	F	26	48	25	2	0	3.97
	%	25.7%	47.5%	24.8%	2.0%	0.0%	
X1.2.2	F	19	34	40	6	2	3.61
	%	18.8%	33.7%	39.6%	5.9%	2.0%	
Mean Indicator Incentives							3.79
X1.3.1	F	21	60	19	1	0	4.00
	%	20.8%	59.4%	18.8%	1.0%	0.0%	
X1.3.2	F	12	49	27	10	3	3.56
	%	11.9%	48.5%	26.7%	9.9%	3.0%	
X1.3.3	F	10	37	34	16	4	3.33
	%	9.9%	36.6%	33.7%	15.8%	4.0%	
X1.3.4	F	44	46	10	0	1	4.31
	%	43.6%	45.5%	9.9%	0.0%	1.0%	
Mean Indicator Communication							3.80
X1.4.1	F	19	40	28	12	2	3.61
	%	18.8%	39.6%	27.7%	11.9%	2.0%	
X1.4.2	F	53	44	4	0	0	4.49
	%	52.5%	43.6%	4.0%	0.0%	0.0%	
Mean indicator Skill & Knowledge							4.05
Mean Employee Empowerment Variable							4.00

Table 2: Respondents' Perception on Employee Empowerment Variables
Source: Data Processed by Researcher 2019

The average trust indicator is 4.38, this shows that the trust indicator is in the very good category. The average incentives indicator is 3.79, this shows that the incentives indicator is in the good category. The average communication indicator is 3.80, this shows that the communication indicator is in the good category. The average skill and knowledge indicator is 4.05, this shows that the skill and knowledge indicator is in the good category. The average employee empowerment variable is 4.00, this shows that the employee empowerment variable is in the good category. Its mean that Respondents rate "Agree" with the aspect related to Employee Empowerment variabel.

3.1.2. Respondents' Perceptions in the Perceived Organization Support Variables

		Respondent's Answer					Average
		Always	Often	Sometimes	Rarely	Never	
X2.1.1	F	20	36	28	15	2	3.56
	%	19.8%	35.6%	27.7%	14.9%	2.0%	
X2.1.2	F	10	50	30	9	2	3.56
	%	9.9%	49.5%	29.7%	8.9%	2.0%	
X2.1.3	F	5	46	38	9	3	3.41
	%	5.0%	45.5%	37.6%	8.9%	3.0%	
Mean organizational attitude towards employee ideas							3.51
X2.2.1	F	6	35	42	16	2	3.27
	%	5.9%	34.7%	41.6%	15.8%	2.0%	
X2.2.2	F	19	42	34	3	3	3.70
	%	18.8%	41.6%	33.7%	3.0%	3.0%	
X2.2.3	F	12	40	35	11	3	3.47
	%	11.9%	39.6%	34.7%	10.9%	3.0%	
X2.2.4	F	15	35	46	4	1	3.58
	%	14.9%	34.7%	45.5%	4.0%	1.0%	

	Respondent's Answer						
	F	13	21	47	11	9	
X2.2.5	%	12.9%	20.8%	46.5%	10.9%	8.9%	3.18
Mean attitudes toward employees experiencing problems							3.44
X2.3.1	F	23	43	26	7	2	3.77
	%	22.8%	42.6%	25.7%	6.9%	2.0%	
X2.3.2	F	13	40	37	8	3	3.51
	%	12.9%	39.6%	36.6%	7.9%	3.0%	
X2.3.3	F	15	34	40	7	5	3.47
	%	14.9%	33.7%	39.6%	6.9%	5.0%	
X2.3.4	F	14	35	42	10	0	3.52
	%	13.9%	34.7%	41.6%	9.9%	0.0%	
X2.3.5	F	22	51	26	1	1	3.91
	%	21.8%	50.5%	25.7%	1.0%	1.0%	
Mean attitudes towards employee welfare and health							3.64
Mean Perceived Organizational Commitment							3.53

Table 3: Perceptions of Respondents on Perceived Organization Support
Source: Data Processed by Researcher 2019

The average indicator of organizational attitudes toward employee ideas is 3.51, this shows that the indicator of organizational attitudes towards employee ideas is in the good category. The average attitude indicator towards employees having problems is 3.44, this shows that the attitude indicators towards employees who are having problems are in good category. The average attitude indicator towards employee welfare and health is 3.64, this shows that the attitude indicator towards employee welfare and health is in the good category. The average organizational support variable is 3.53, this shows that the organizational support variable is in good category. The result indicate that respondents rate "Agree" with the aspect related to Perceived Organization Support Variables.

3.1.3. Respondents' Perception on Burnout Variables

		Respondent's Answer					Average
		Strongly Ag.	Agree	Neutral	Disagree	Strongly Dis.	
X3.1.1	F	8	37	34	21	1	3.30
	%	7.9%	36.6%	33.7%	20.8%	1.0%	
X3.1.2	F	9	32	34	23	3	3.21
	%	8.9%	31.7%	33.7%	22.8%	3.0%	
X3.1.3	F	2	13	29	31	26	2.35
	%	2.0%	12.9%	28.7%	30.7%	25.7%	
Mean Indicator Personal Burnout							2.95
X3.2.1	F	6	11	29	25	30	2.39
	%	5.9%	10.9%	28.7%	24.8%	29.7%	
X3.2.2	F	1	6	24	38	32	2.07
	%	1.0%	5.9%	23.8%	37.6%	31.7%	
X3.2.3	F	6	16	35	39	5	2.79
	%	5.9%	15.8%	34.7%	38.6%	5.0%	
X3.2.4	F	3	8	29	35	26	2.28
	%	3.0%	7.9%	28.7%	34.7%	25.7%	
X3.2.5	F	2	17	20	33	29	2.31
	%	2.0%	16.8%	19.8%	32.7%	28.7%	
Mean Indicator work-related burnout							2.37
X3.3.1	F	3	6	14	39	39	1.96
	%	3.0%	5.9%	13.9%	38.6%	38.6%	
X3.3.2	F	4	5	25	33	34	2.13
	%	4.0%	5.0%	24.8%	32.7%	33.7%	
X3.3.3	F	4	3	6	38	50	1.74
	%	4.0%	3.0%	5.9%	37.6%	49.5%	
X3.3.4	F	3	4	10	27	57	1.70
	%	3.0%	4.0%	9.9%	26.7%	56.4%	
Mean client-related burnout							1.88
Mean Burnout Variable							2.40

Table 4: Perceptions of Respondents on Burnout
Source: Data Processed by Researcher 2019

The average personal burnout indicator is 2.95, this shows that the personal burnout indicator is in the high enough category. The average work-related burnout indicator is 2.37, this shows that the work-related burnout indicator is in the high category. The average client-related burnout indicator is 1.88, this shows that the client-related burnout indicator is in the high category. The average burnout variable is 2.40, this shows that the burnout variable is in the high category. The result indicate that respondents rate "Agree" with the aspect related to burnout variable.

3.1.4. Respondents' Perception on Job Satisfaction Variables

		Respondent's Answer					Average
		Strongly Ag.	Agree	Neutral	Disagree	Strongly Dis.	
Y1.1.1	F	14	45	37	5	0	3.67
	%	13.9%	44.6%	36.6%	5.0%	0.0%	
Y1.1.2	F	19	50	23	6	3	3.75
	%	18.8%	49.5%	22.8%	5.9%	3.0%	
Mean satisfaction with supervisor							3.71
Y1.2.1	F	59	36	5	1	0	4.51
	%	58.4%	35.6%	5.0%	1.0%	0.0%	
Y1.2.2	F	55	31	14	1	0	4.39
	%	54.5%	30.7%	13.9%	1.0%	0.0%	
Y1.2.3	F	68	31	2	0	0	4.65
	%	67.3%	30.7%	2.0%	0.0%	0.0%	
Mean satisfaction with the job							4.52
Y1.3.1	F	16	42	31	9	3	3.58
	%	15.8%	41.6%	30.7%	8.9%	3.0%	
Y1.3.2	F	33	54	10	4	0	4.15
	%	32.7%	53.5%	9.9%	4.0%	0.0%	
Mean satisfaction with organizational policy							3.87
Y1.4.1	F	29	26	34	8	4	3.67
	%	28.7%	25.7%	33.7%	7.9%	4.0%	
Y1.4.2	F	23	19	37	12	10	3.33
	%	22.8%	18.8%	36.6%	11.9%	9.9%	
Y1.4.3	F	9	29	49	3	11	3.22
	%	8.9%	28.7%	48.5%	3.0%	10.9%	
Mean satisfaction with salaries, wages and bonuses							3.41
Y1.5.1	F	47	44	6	1	3	4.30
	%	46.5%	43.6%	5.9%	1.0%	3.0%	
Y1.5.2	F	46	41	10	2	2	4.26
	%	45.5%	40.6%	9.9%	2.0%	2.0%	
Mean satisfaction with coworkers							4.28
Y1.6.1	F	26	64	11	0	0	4.15
	%	25.7%	63.4%	10.9%	0.0%	0.0%	
Y1.6.2	F	37	55	8	1	0	4.27
	%	36.6%	54.5%	7.9%	1.0%	0.0%	
Mean satisfaction with customer							4.21
Mean Job Satisfaction Variable							4.00

Table 5. Respondents' Perceptions of Job Satisfaction

Source: Data Processed by Researcher 2019

The average indicator of satisfaction with supervisors is 3.71, this shows that the indicators of satisfaction with supervisors are in the high category. The average indicator of satisfaction with the job is 4.52, this shows that the indicator of satisfaction with the job is in the very high category. The average indicator of satisfaction with organizational policy is 3.87, this shows that the indicator of satisfaction with organizational policy is in the high category. The average indicator of satisfaction with salaries, wages and bonuses is 3.41, this shows that the indicators of satisfaction with salaries, wages and bonuses are in the high category. The average indicator of satisfaction with colleagues is 4.28, this shows that the indicator of satisfaction with colleagues is in the very high category. The average indicator of customer satisfaction is 4.21, this shows that the indicator of customer satisfaction is in the very high category. The average job satisfaction variable is 4.00, this shows that the job satisfaction variable is in the high category. The result indicate that respondents rate "Agree" with the aspect related to job satisfaction variable.

3.1.5. Respondents' Perception on Variables Intention to Stay

		Respondent's Answer					Average
		Strongly Ag.	Agree	Neutral	Disagree	Strongly Dis.	
Y2.1.1	F	54	23	13	5	6	4.13
	%	53.5%	22.8%	12.9%	5.0%	5.9%	
Mean intention to quit							4.13
Y2.2.1	F	41	28	14	10	8	3.83
	%	40.6%	27.7%	13.9%	9.9%	7.9%	
Y2.2.2	F	31	32	23	8	7	3.71
	%	30.7%	31.7%	22.8%	7.9%	6.9%	
Y2.2.3	F	43	38	18	0	2	4.19
	%	42.6%	37.6%	17.8%	0.0%	2.0%	
Mean intention to remain in the organization							3.91
Y2.3.1	F	6	8	26	28	33	2.27
	%	5.9%	7.9%	25.7%	27.7%	32.7%	
Mean intention to get a new job							2.27
Mean Intention To Stay Variable							3.44

Table 6. Perceptions o Respondents on Intention to Stay
Source: Data Processed by Researcher 2019

The average indicator of intention to stop is 4.13, this shows that the indicator of intention to stop is in the low category. The average indicator of intention to remain in the organization is 3.91, this shows that the indicator of intention to remain in the organization is in the high category. The average indicator of intention to get a new job is 2.27, this shows that the indicator of intention to get a new job is in the high category. The average intention variable to stay is 3.44, this shows that the intention variable to stay is in the high category. The result indicate that respondents rate "Agree" with the aspect related to intention to stay variable.

3.2. Partial Least Square Analysis (PLS Analysis)

3.2.1. Analysis Model

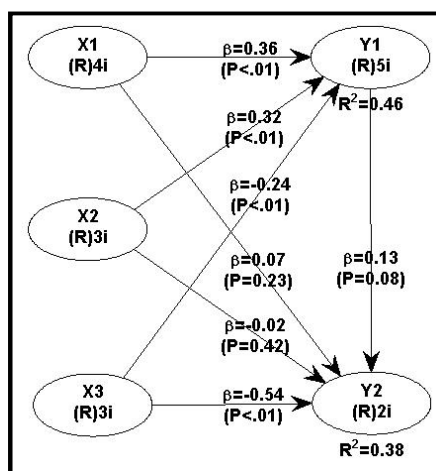


Figure 1: Reseach Model

3.2.2. Evaluation of the Measurement Model

This research model consists of five latent variables including employee empowerment, perceived organizational support, burnout, job satisfaction, and intention to stay. Evaluation of the measurement model is a step to test the validity and reliability of a latent variable in PLS analysis.

3.2.2.1. Validity Testing

Validity testing is done by calculating convergent validity and discriminant validity. Convergent validity is known through factor loading. An instrument is said to fulfill testing for convergent validity if it has a loading factor above 0.6. In this study, Convergent Validity Loading Factor was carried out twice because it was known that there were 2 indicators invalid (satisfaction indicators on salaries, wages and bonuses; and indicators of intention to get a new job). Therefore,

Convergent Validity Loading Factor analysis was repeated by deleting including invalid indicators. The results of testing convergent validity are presented in the following table:

Variable	Indicator	Loading Factor	SE	P value
Employee Empowerment	X1.1	0.629	0.084	<0.001
	X1.2	0.748	0.081	<0.001
	X1.3	0.874	0.079	<0.001
	X1.4	0.717	0.082	<0.001
Perceived Organizational Support	X2.1	0.889	0.078	<0.001
	X2.2	0.785	0.08	<0.001
	X2.3	0.855	0.079	<0.001
Burnout	X3.1	0.871	0.079	<0.001
	X3.2	0.922	0.078	<0.001
	X3.3	0.824	0.08	<0.001
Job Satisfaction	Y1.1	0.664	0.083	<0.001
	Y1.2	0.634	0.084	<0.001
	Y1.3	0.775	0.081	<0.001
	Y1.5	0.827	0.099	0.368
	Y1.6	0.693	0.08	<0.001
Intention To Stay	Y2.1	0.926	0.083	<0.001
	Y2.2	0.926	0.078	<0.001

Table 7. Results for Convergent Loading Factor Validity
Source: Data Processed by Researcher 2019

Based on the table above, it can be seen that all value of loading factors of those indicators are greater than 0.6. Thus the indicator is declared valid in measuring employee empowerment variables, perceived organizational support, burnout, job satisfaction and intention to stay.

Furthermore, convergent validity can be seen in addition to loading factors, it can also be known through Average Variance Extracted (AVE). An instrument is said to fulfill testing for convergent validity if it has an Average Variance Extracted (AVE) above 0.5. The results of testing convergent validity are presented in the following table:

Latent Variable	AVE
Employee Empowerment	0.558
Perceived Organizational Support	0.713
Burnout	0.762
Job Satisfaction	0.521
Intention to Stay	0.858

Table 8. Test Results for Convergent Validity AVE
Source: Data Processed by Researcher 2019

Based on the table above, it can be seen that the variables of employee empowerment, perceived organizational support, burnout, job satisfaction, and intention to stay produce a value of Average Variance Extracted (AVE) that is greater than 0.5. Thus the indicator that measures the five latent variables in this study is declared valid.

Furthermore discriminant validity is calculated using cross loading with the criteria if the value of the loading factor is greater than the correlation between the indicator and the other variables then the indicator is declared valid in measuring the corresponding variable. The results of cross loading calculation are presented in the following table:

	X1	X2	X3	Y1	Y2
X1.1	0.629	-0.211	-0.189	-0.468	-0.130
X1.2	0.748	0.556	-0.174	-0.125	0.069
X1.3	0.874	-0.009	0.035	0.202	-0.119
X1.4	0.717	-0.384	0.305	0.294	0.187
X2.1	0.172	0.889	-0.123	-0.128	-0.054
X2.2	-0.024	0.785	0.284	-0.091	0.056
X2.3	-0.157	0.855	-0.133	0.216	0.005
X3.1	-0.003	-0.079	0.871	-0.054	-0.161
X3.2	0.039	-0.067	0.922	-0.019	-0.078

X3.3	-0.040	0.159	0.824	0.078	0.257
Y1.1	-0.124	0.594	0.123	0.664	0.046
	X1	X2	X3	Y1	Y2
Y1.2	0.006	-0.224	-0.116	0.634	0.118
Y1.3	0.141	0.165	0.000	0.775	0.151
Y1.5	-0.262	-0.009	-0.006	0.827	0.045
Y1.6	0.268	-0.538	-0.005	0.693	-0.375
Y2.1	-0.148	0.061	-0.179	-0.058	0.926
Y2.2	0.148	-0.061	0.179	0.058	0.926

Table 9: Results for Cross Loading Discriminant Validity
Source: Data Processed by Researcher 2019

Based on cross loading measurements in the table above, it can be seen that overall indicators that measure the variables of employee empowerment, perceived organizational support, burnout, job satisfaction, and intention to stay produce greater loading factors compared to cross loading on variables. Others (in bold in table 9). Thus indicators that measure employee empowerment variables, perceived organizational support, burnout, job satisfaction, and intention to stay can be declared valid.

3.3. Reliability Testing

Calculations that can be used to test construct reliability are composite reliability. The test criteria states that if the composite reliability is greater than 0.7, the construct is declared reliable. The results of the composite reliability calculation can be seen through the summary presented in the following table:

Laten Variable	Composite Reliability	Cronbach's Alpha
Employee Empowerment	0.833	0.730
Perceived Organizational Support	0.881	0.797
Burnout	0.906	0.843
Job Satisfaction	0.844	0.766
Intention to Stay	0.924	0.835

Table 10: Composite Reliability And Cronbach's Alpha Results
Source: Data Processed by Researcher 2019

Based on the table above it can be seen that the value of composite reliability on employee empowerment variables, perceived organizational support, work fatigue, job satisfaction, and intention to stay greater than 0.7. thus, based on the calculation of composite reliability of all the indicators that measure the variables of employee empowerment, perceived organizational support, work fatigue, job satisfaction, and intention to stay expressed reliable.

Furthermore Cronbach's Alpha value on employee empowerment variables, perceived organizational support, work fatigue, job satisfaction, and intention to stay is greater than 0.6. thus, based on Cronbach's Alpha calculations all indicators that measure the variables of employee empowerment, perceived organizational support, work fatigue, job satisfaction, and intention to stay are stated to be reliable.

3.3.1. Measurement Model

The conversion of the path diagram into the measurement model can be found through the following explanation:

Variable	Indicator	Loading Factor
Employee Empowerment	Trust (X1.1)	0.629
	Incentives (X1.2)	0.748
	Communication (X1.3)	0.874
	Skill and Knowledge (X1.4)	0.717

Table 11. Employee Empowerment Measurement Model
Source: Data Processed by Researcher 2019

Based on the measurement model above, it is known that the loading factor of the trust indicator (X1.1) is 0.629. This means that contribution of the trust indicator (X1.1) in measuring employee empowerment variables is 62.9%. Then the loading factor indicator incentives (X1.2) is 0.748. This means that contribution of indicators incentives (X1.2) in measuring employee empowerment variables is 74.8%. Furthermore, the loading value of the communication indicator factor (X1.3) is 0.874. This means that the contribution of communication indicator (X1.3) in measuring employee empowerment variables is 87.4%. Then the loading factor of skill and knowledge indicator (X1.4) is 0.717. This the contribution of the skill and knowledge indicator (X1.4) in measuring the variable of employee empowerment is 71.7%.

The measurement model of employee empowerment variables also informs that the communication indicator (X1.3) has the greatest loading value of 0.874. This means that the communication indicator (X1.3) is the most dominant indicator in measuring employee empowerment variables.

Variable	Indicator	Loading Factor
Perceived Organizational Support	Organizational attitude towards employee ideas (X2.1)	0.889
	Attitudes toward employees experiencing problems (X2.2)	0.785
	Attitudes towards employee welfare and health (X2.3)	0.855

Table 12. Measurement Model of Perceived Organizational Support

Source: Data Processed by Researcher 2019

Based on the measurement model above it is known that the value of the loading factor indicator of organizational attitudes towards employee ideas (X2.1) is 0.889. This means that the contribution of organizational attitude indicators to employee ideas (X2.1) in measuring the perceived organizational support variable was 88.9%. Then the loading factor indicator value of attitudes towards employees experiencing problems (X2.2) is 0.785. This means that the contribution of attitude indicators towards employees experiencing problems (X2.2) in measuring the perceived organizational support variable of 78.5%. Furthermore, the loading factor value of the attitude indicator towards employee welfare and health (X2.3) is 0.855. This means that the contribution of attitude indicators to employee welfare and health (X2.3) in measuring the perceived organizational support variable of 85.5%.

The measurement model of perceived organizational support variables also informs that the indicator of organizational attitudes toward employee ideas (X2.1) has the greatest loading value of 0.889. This means that the indicator of organizational attitudes toward employee ideas (X2.1) is the most dominant indicator in measuring perceived organizational support variables.

Variable	Indicator	Loading Factor
Burnout	Personal burnout (X3.1)	0.871
	Work-related burnout (X3.2)	0.922
	Client-related burnout (X3.3)	0.824

Tabel 13: Measurement Model of Burnout

Source: Data Processed by Researcher 2019

Based on the measurement model above, it can be seen that the value of the personal burnout indicator (X3.1) loading factor is 0.871. In other words, the contribution of the personal burnout indicator (X3.1) in measuring the variable burnout is 87,1%. Next, the work-related burnout (X3.2) indicator loading factor is 0.922. In other words, the contribution of the work-related burnout (X3.2) indicator in measuring burnout variables was 92,2%. Then the value of the client-related burnout (X3.3) indicator loading factor is 0.824. In other words, the contribution of the client-related burnout (X3.3) indicator in measuring the variable burnout was 82,4%. The measurement model of the burnout variable also informs that the work-related burnout indicator (X3.2) has the highest loading value of 0.922. This means that the work-related burnout indicator (X3.2) is the most dominant indicator in measuring burnout variables.

Variable	Indicator	Loading Factor
Job Satisfaction	Satisfaction in supervisor (Y1.1)	0.664
	Satisfaction in job (Y1.2)	0.634
	Satisfaction in organization policy (Y1.3)	0.775
	Satisfaction in coworkers (Y1.5)	0.827
	Satisfaction in customer (Y1.6)	0.693

Table 14: Measurement Model of Job Satisfaction

Source: Data Processed by Researcher 2019

Based on the measurement model above, it is known that the loading factor of the satisfaction indicator against supervisor (Y1.1) is 0.664. This means that the contribution of satisfaction indicators to supervisors (Y1.1) in measuring the variable job satisfaction by 66.4%. Then the loading factor value of satisfaction indicators for the job (Y1.2) is 0.634. This means that the contribution of satisfaction indicators to the job (Y1.2) in measuring the variable of job satisfaction was 63.4%. Next loading factor value indicator satisfaction with organizational policy (Y1.3) of 0.775. This means that contribution of satisfaction indicators to organizational policies (Y1.3) in measuring the job satisfaction variable is 77.5%.

Then the loading factor value of satisfaction indicators for coworkers (Y1.5) is 0.827. This means that contribution of satisfaction indicators to coworkers (Y1.5) in measuring the variable of job satisfaction by 82.7%. Furthermore, the loading factor of the customer satisfaction indicator (Y1.6) is 0.693. This means that contribution of satisfaction indicators to customers (Y1.6) in measuring the variable job satisfaction by 69.3%. The measurement model of job satisfaction variables also informs that the indicator of satisfaction with coworkers (Y1.5) has the greatest loading value of 0.827. This means that the indicator of satisfaction with co-workers (Y1.5) is the most dominant indicator in measuring the variable job satisfaction.

Variable	Indicator	Loading Factor
Intention To Stay	Intention to quit (Y2.1)	0.926
	Intention to stay in organization (Y2.2)	0.926

Tabel 15: Measurement Model of Intention to Stay

Source: Data Processed by Researcher 2019

Based on the measurement model above, it is known that the loading factor indicator value of intention to stop (Y1.1) is 0.926. This means that contribution of the intention to stop indicator (Y1.1) in measuring the intention to stay variable is 92.6%. Next, the loading factor indicator value of intention to remain in the organization (Y1.2) is 0.926. This means that contribution of the intention indicator to remain in the organization (Y1.2) in measuring the variable intention to stay is 92.6%. The measurement model of intention to stay variable also informs that the indicator of intention to stop (Y1.1) and intention to remain in the organization (Y1.2) has the same loading value that is equal to 0.926. This means that the indicator of intention to stop (Y1.1) and intention to remain in the organization (Y1.2) is an equally dominant indicator in measuring the intention to stay variable.

3.3.2. Goodness of Fit Model

Goodness of fit model is used to determine the size of the ability of variables for exogenous explain the diversity of endogenous variables, or in other words to determine the amount of contribution of exogenous variables to endogenous variables. The goodness of fit model in PLS analysis is done using the coefficient of determination (R-Square) and Q-Square predictive relevance (Q2). The results of the Goodness of fit Model are summarized in the following table.

Endogen	R-Square	Q-Square
Job Satisfaction	0.460	0.468
Intention To Stay	0.380	0.393

Tabel 16. Goodness of Fit Model

Source: Data Processed by Researcher 2019

R-square job satisfaction is 0.460 or 46.0%. This can indicate that the diversity of job satisfaction can be explained by employee empowerment, perceived organizational support, and burnout by 46.0%, or in other words the contribution of employee empowerment, perceived organizational support, and burnout to job satisfaction by 46.0%, while the remaining 54.0% is contributed by other factors not discussed in this study. Then the Q-square variable work satisfaction is 0.468. This shows that employee empowerment, perceived organizational support, and burnout have strong predictive power on job satisfaction.

Furthermore, the R-square intention to stay is worth 0.380 or 38.0%. This can indicate that the diversity of intentions to stay able to be explained by employee empowerment, perceived organizational support, work fatigue, and job satisfaction by 38.0%, or in other words the contribution of employee empowerment, perceived organizational support, work fatigue, and job satisfaction towards intention to stay is 38.0%, while the remaining 62.0% is contributed by other factors not discussed in this study. Then the variable Q-square intention to stay is 0.393. This shows that employee empowerment, perceived organizational support, work fatigue, and job satisfaction have strong predictive power on intentions to stay.

3.3.3. Testing of hypotheses

Eksogen	Intervening	Endogen	Direct Coefficients	Indirect Coefficients
Employee Empowerment		Job Satisfaction	0.359*	
Perceived Organizational Support		Job Satisfaction	0.321*	
Burnout		Job Satisfaction	-0.238*	
Employee Empowerment	Job Satisfaction	Intention To Stay	0.071	0.048
Perceived Organizational Support	Job Satisfaction	Intention To Stay	-0.02	0.043
Burnout	Job Satisfaction	Intention To Stay	-0.542*	-0.032
Job Satisfaction		Intention To Stay	0.133	

Tabel 19: Path Chart Conversion Results into Structural Models

Source: Data Processed by Researcher 2019

Based on the table above it can be seen that the structural model formed is:

$$\text{Equation 1: } Y1 = 0.359 X1 + 0.321 X2 - 0.238 X3$$

From equation 1 it can be informed that:

1. The direct effect coefficient of employee empowerment on job satisfaction is 0.359 * states that employee empowerment has a positive and significant effect on job satisfaction. This means that the higher the empowerment of employees, it tends to increase job satisfaction.
2. The direct effect coefficient of perceived organizational support on job satisfaction by 0.321 * states that perceived organizational support has a positive and significant effect on job satisfaction. This means that the higher organizational support is felt, it tends to increase job satisfaction.
3. The direct effect coefficient of burnout that is felt on job satisfaction is -0.238, which states that burnout has a positive and significant effect on job satisfaction. This means that the higher the work fatigue, it tends to reduce job satisfaction.

$$\text{Equation 2: } Y = 0.071 X_1 - 0.020 X_2 - 0.542 X_3 + 0.133 Y_1$$

From equation 2 it can be informed that:

4. The direct effect coefficient of employee empowerment on intention to stay by 0.071 states that employee empowerment has a positive and not significant effect on intention to stay. This means that the higher the empowerment of employees, it tends to increase the intention to stay, even though the increase is not significant.
5. The direct effect coefficient of perceived organizational support for intention to stay equal to -0.020 states that perceived organizational support has a negative and not significant effect on intention to stay. This means that the higher the perceived organizational support, it tends to reduce the intention to stay, even though the decrease is not significant.
6. The direct effect coefficient of burnout which is felt against intention to stay is -0.542 * states that burnout has a negative and significant effect on intention to stay. This means that the higher the work fatigue, it tends to reduce the intention to stay.
7. The direct effect coefficient of perceived job satisfaction on intention to stay is 0.133 * stating that job satisfaction has a positive and significant effect on intention to stay. This means that the higher job satisfaction, it tends to increase the intention to stay.
8. The indirect effect coefficient of employee empowerment on intention to stay through job satisfaction is 0.048 * stating that employee empowerment has a positive and not significant effect on intention to stay through job satisfaction. This means that the higher job satisfaction caused by the higher employee empowerment tends to increase the intention to stay, even though the increase is not significant.
9. The indirect effect coefficient of perceived organizational support on intention to stay through job satisfaction is 0.043 * stating that perceived organizational support has a positive and not significant effect on intention to stay. This means that the higher job satisfaction caused by the higher perceived organizational support, it tends to increase the intention to stay, even though the increase is not significant.
10. The indirect effect coefficient of burnout that is felt against the intention to stay through job satisfaction of -0.032 states that burnout has a negative and not significant effect on intention to stay. This means that the lower job satisfaction caused by the higher work fatigue, it tends to reduce the intention to stay, even though the decrease is not significant.

4. Discussion

4.1. Employee Empowerment on Job Satisfaction

Empowerment is carried out within the organization carried out within the organization with a focus on providing products and services (Ini & Suhizma, 2013). Through this concept, employees are given greater authority and responsibility in making decisions. This requires communication or exchange of information and knowledge between managers and employees so that employees can truly understand their duties and can make a real contribution to the achievement of organizational performance.

Fock et al (2011) suggested that empowerment increases job satisfaction by encouraging employees to engage with managers and their colleagues. In addition, Reeves (2010) proposes that employee empowerment creates strong interpersonal relationships between employers and employees, where a positive impact on job satisfaction can be achieved through improved communication, open door policies and honest feedback. The statement is in line with the results of this study in which the communication indicator becomes the most dominant indicator in measuring employee empowerment which delivers the employee empowerment variable to the variable that has the most dominant factor on job satisfaction.

Kanter (1993) who was the proponent of the concept of empowerment first stated that high-level structural empowerment can be seen from the following:

- Availability of access to opportunities that refers to the possibility to grow and move in the organization and opportunities to improve employee knowledge and skills. In the university concept, this can be related to providing more knowledge and skills for lecturers to carry out all forms of lecturer obligations contained in the Tridharma of higher education.
- Availability of access to resources refers to a person's ability to obtain the financial means, materials, time and supplies needed to do work. The incentives section of this research has discussed more or less about finance and all forms of appreciation for the work done by employees in work.
- Availability of access to information refers to having the formal and informal knowledge needed to be effective in the workplace (technical knowledge and expertise needed to complete work and understanding organizational policies and decisions).

- the availability of access to support involves receiving feedback and guidance from subordinates, coworkers, and superiors.

Similar research was also conducted by Giorgidze (2016) on administrative staff and academic staff at one of the Public Universities in Georgia with a sample of 160 people showing a correlation between employee empowerment and job satisfaction with a reliability level of 0.01, which means that in cases of high level employee empowerment there is a high level of job satisfaction. In his data analysis he also explained that there is a positive correlation between employee empowerment and job satisfaction among university staff in general. One thing that distinguishes this research from research conducted by Giorgidze (2016) is in terms of analysis techniques, where Giorgidze uses a comparison or compares how employee empowerment to job satisfaction of administrative staff with academic staff. While in this study, researchers only raised one of the groups closest to lecturer lecture activities. With the description above, the first hypothesis is accepted.

4.2. *Perceived Organizational Support on Job Satisfaction*

Organizational support produces a feeling of obligation for employees to help the organization achieve its goals and increase commitment to the organization with the expectation that high performance will be recorded and valued which can have a positive impact on job satisfaction (Eisenberger, 1986).

Some researchers argue that perceived organizational support plays a key role in determining employee job satisfaction (Stamper & Johlke, 2003). A number of previous studies conducted on various types of employees including sales force nurses and part-time employees all showed a positive and significant relationship between perceived support organization and job satisfaction. Research evidence shows that perceived organizational support greatly contributes to employee job satisfaction.

The data analysis part of this research can be seen that the effect of perceived organizational support on job satisfaction produces a path coefficient of 0.321 with a p value of <0.001. The test results show that the path coefficient is positive and the value of p value <level of significance (alpha = 5%). This means that there is a positive and significant influence of perceived organizational support on the job satisfaction of Non government lecturers at Universitas Negeri Malang.

In the university context, the organizational support felt by lecturers is also similar to the business concept, where lecturers feel that support for all forms of welfare, ideas expressed, giving awards for contributions that have been made, understanding employee problems at work and personal problems, and others are also considered important in influencing job satisfaction of lecturers at Universitas Negeri Malang.

Furthermore Donald's research, et al (2016) conducted on academic staff members from higher education institutions in South Africa revealed the same results that there was a positive significant relationship between perceived organizational support and employee job satisfaction. This shows that employees are seeing support from their organization, becoming more satisfied with their work. When employees receive enough support from their superiors, they become more committed to the organization.

With the explanation above it can be concluded that there is a relationship between perceived organizational support and employee job satisfaction. Likewise the research of Colakoglu, Culha and Atay (2010) which suggests a similar result where perceived organizational support has a significant influence on job satisfaction. Thus the second hypothesis is accepted.

4.3. *Burnout on Job Satisfaction*

Burnout syndrome was developed by Maslach and Jackson who stated that the first component of burnout is emotional exhaustion (Tarcan, 2017). In summary, burnout syndrome is described as a feeling of emotional exhaustion, a feeling of depersonalization in the workplace and ultimately a lack of individual success in his work. Tarcan's research (2017) conducted for nurses and professional doctors in two Public Hospitals in Turkey, found that job satisfaction and burnout are dramatically influenced by the type of work in which a person is involved, which results in a significant relationship between satisfaction work and work fatigue. In simple language, this can be interpreted when the level of workload decreases, job satisfaction will increase.

Bilge's research (2006) conducted at Hacettepe University in Turkey, with a sample of 194 academic employees, can be seen that the most important variable predicting emotional exhaustion and personal achievement is job satisfaction. This research also found that academic status is able to predict not only emotional exhaustion but also personal achievement, whether he is a professor, instructor, research assistant. However, this research does not implicitly state that burnout has a negative effect on job satisfaction.

Furthermore, Talachi & Gorji (2013) conducted a similar study conducted on 110 employees working in industry, mining and trade organizations in the Golestan-Iran province. The results of this study support the results of Tarcan (2017) research that there is a negative relationship between burnout and job satisfaction, which means that an increase in employee fatigue causes a decrease in job satisfaction and vice versa. Meanwhile, this study implicitly explains that there is a negative and significant influence of burnout on job satisfaction.

This study measures the burnout of non government lecturers at Universitas Negeri Malang, where as it is known that lecturers in Indonesia have several responsibilities contained in Law No. 26 of 2015 concerning Educator Registration at Higher Education with a workload of 40 hours each week, at least 12 credits per semester and implementing Tridharma University which includes education, research and community service. The striking research results can be seen when non government permanent lecturers feel that they have little free time with family and friends which may be the impact of the workload. However, they never thought that when they would continue to serve students, in this case it could be

concluded that non government lecturers felt they enjoyed their responsibilities in carrying out learning activities for their students. Therefore, from the results of several studies above, the third hypothesis is accepted.

4.4. *Employee Empowerment on Intention to Stay*

The effect of job satisfaction on intention to stay produces a path coefficient of 0.133 with a p value of 0.084. The test results show that the path coefficient is positive and the value of p value > level of significance (alpha = 5%). This means that there is a positive and insignificant influence of job satisfaction on intention to stay. In one study conducted by Barnes (1998) faculty members not only had the intention to leave an organization or institution but also left their careers as academics. This occurs due to stress, depression and frustration felt by employees due to time constraints and lack of a sense of togetherness in their institutions. Although employees feel more together with the organization and are bound, the first predictor to keep leaving orgasm is a time limitation. These results are similar to the results of this study where employees feel the lack of time they have with family and friends.

Job despair in individuals can be formed through work empowerment. Work empowerment appears as a construct that is considered important for innovation and organizational effectiveness, because work empowerment is a trend in human resource management in the future (Debora, 2006)

Two intervening variables in Al-Omari (2013) work satisfaction and organizational commitment research, have a positive effect on intention to stay. The effect of organizational commitment on the intention to stay stronger than the effect of job satisfaction. The findings in this study indicate that each satisfaction and commitment contributes to a separate indirect effect in the model.

Meanwhile in the Oluwaseun study (2016), the sample consisted of 140 employees from the Lagos State Guaranty Trust bank in Nigeria. The results of the study showed a positive and strong relationship connecting these two variables. So, the higher the employee satisfaction, the higher the intention to remain in the organization. From some of these studies, the research hypothesis was rejected, because job satisfaction did not significantly affect the intention to stay.

4.5. *Perceived Organizational Support on Intention To Stay*

Armstrong-Stassen & Ursel (2009) developed a conceptual mode to test the effects of perceived organizational support and job satisfaction. Through two studies with diverse samples, they tested the conceptual model of the relationship between organizational support, job satisfaction and the intention of older age employees to stay with their organization. The research was conducted in several sectors of the company such as manufacturing, finance and insurance, technology and telecommunications, retail, tourism, construction, mining, education, health care, social services, and government with a total sample of 239 people. The results show that perceived organizational support is positively related to intention to remain.

Cao's study (2013), conducted on 12 expatriate employees in Germany, shows that there is a direct positive effect between POS and intention to stay. Furthermore, in this study the effect of perceived organizational support on the intention to stay produces a path coefficient of -0.02 with a p value of 0.422. The test results show that the path coefficient is negative and p value > level of significance (alpha = 5%). This means that there is a negative influence and significant organizational support felt on the intention to stay. Thus, the hypothesis is rejected.

4.6. *Burnout on Intention to Stay*

Maslach (1982) states that chronic fatigue or exhaustion has been proven to cause employees to withdraw. Withdrawal, in this case can be interpreted as a form of long breaks, absenteeism, and physical isolation because employees with higher levels of fatigue are not likely to interact well with others. If fatigue continues for a long time, employees will be more likely to avoid forever by leaving a position, organization or even career.

Shaker Aslam (2012) conducted a study of several banks in Pakistan with 406 samples consisting of bank managers and lower level employees. In this study burnout is divided into 3 namely emotional exhaustion, depersonalization and lack of achievement. The results revealed that emotional fatigue had a significant negative effect on intention to stay (hypothesis accepted), depersonalization had a negative and not significant effect on intention to stay (hypothesis rejected), and lack of achievement had a positive and not significant effect on intention to stay (hypothesis rejected).

Furthermore, research conducted by Eniola (2017) on 340 dosendi at various universities in Nigeria shows that intention to stay is significantly inversely related to work fatigue, which can be interpreted that burnout is negatively related to intention to stay. Consistent with the conclusions from previous research findings similar to those of Maslach (1978) that burnout can lead to cynical perceptions of clients, and burnout is associated with low morale and high work turnover. The effect of burnout on the intention to stay produces a path coefficient of -0.542 with a p value of <0.001. The test results show that the path coefficient is negative and the value of p value < level of significance (alpha = 5%). This means that there is a negative and significant influence of burnout on the intention to stay. Thus, the hypothesis is accepted.

5. Acknowledgment

Previous research and references related to the five research variables are quite difficult to obtain, especially with research background in the world of education. Adopting research indicators in other fields such as business, can be done but needs to be adjusted and selected selectively so that research results can support existing theories, references and research. However, this does not mean there is none at all, the next researcher needs to be more careful in finding and selecting indicators that are appropriate to the research location to get the right research results. Use good and clear

sources and arrange question items that are easily understood by respondents so that there is no miss-understanding in interpreting the question items. Giving scores on positive and negative question items is also very important to consider.

6. Conclusion

- Organizational support that is felt to have a positive and significant effect on job satisfaction of non-PNS permanent lecturers in Universitas Negeri Malang.
- Burnouthas a negative and significant effect on job satisfaction of non-PNS permanent lecturers at Universitas Negeri Malang.
- Job satisfaction has a positive and significant effect on the intention to stay a permanent lecturer Non Civil Servants of Universitas Negeri Malang.
- Empowerment of employees has a positive and not significant effect on the intention to stay a permanent lecturer Non Civil Servants of Universitas Negeri Malang.
- Organizational support that is perceived to have a negative and not significant effect on the intention to remain a permanent lecturer Non Civil Servants of Universitas Negeri Malang
- Burnouthas a negative and significant effect on the intention to stay a permanent lecturer Non Civil Servants of Universitas Negeri Malang.
- There is a positive and insignificant influence of employee empowerment on intention to stay through permanent job satisfaction of non-PNS permanent lecturers in Universitas Negeri Malang.
- There is a positive and insignificant influence of perceived organizational support on the intention to stay through job satisfaction of Non government lecturersat Universitas Negeri Malang.
- There is a negative and insignificant influence of burnouton the intention to stay through job satisfaction of lecturers and Non PNS education staff at Universitas Negeri Malang.

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