

# Exploring the Linkages between Engagement, Motivation, Satisfaction, and Employee Retention in Entrepreneurial Enterprises: Beverage MSME Industry in Bogor City

Arief Budi Pratomo<sup>1</sup>, Agung Zulfikri<sup>2</sup>, Rospita Siagian<sup>3</sup>

<sup>1</sup>STIE Nusa Megarkencana

<sup>2</sup>Telkom University

<sup>3</sup>SMA Negeri 15 Tangerang

## Article Info

### Article history:

Received March 2023

Revised March 2023

Accepted March 2023

### Keywords:

Engagement  
Motivation  
Satisfaction  
Retentions  
Employee  
Entrepreneurial Enterprise

## ABSTRACT

This study explored the linkages between employee engagement, motivation, satisfaction, and retention in entrepreneurial enterprises within the beverage MSME industry in Bogor City. A quantitative research design was used to collect data from 278 employees working in entrepreneurial enterprises within the beverage MSME industry in Bogor City. The study found that employee engagement, motivation, and satisfaction were positively correlated with employee retention and collectively predicted employee retention in the beverage MSME industry in Bogor City. The study also found that employee perceptions of leadership, organizational culture, and job autonomy significantly influenced engagement, motivation, satisfaction, and retention. These findings suggest that businesses in the beverage MSME industry in Bogor City could benefit from investing in strategies and initiatives to enhance employee engagement, motivation, and satisfaction to promote employee retention. The study's findings have implications for public policy and regulatory frameworks related to the beverage MSME industry in Bogor City and highlight the potential impact of external factors such as economic conditions, political instability, and technological advancements on employee retention.

*This is an open-access article under the [CC BY-SA](#) license.*



### Corresponding Author:

Name: Agung Zulfikri

Institution Address: Jl. Telekomunikasi. 1, Terusan Buahbatu - Bojongsoang, Telkom University, Sukapura, Kec. Dayeuhkolot, Kabupaten Bandung, Jawa Barat 40257

E-mail: [agungzulfikri@student.telkomuniversity.ac.id](mailto:agungzulfikri@student.telkomuniversity.ac.id)

## 1. INTRODUCTION

Entrepreneurial ventures are founded and managed by entrepreneurs driven to create, innovate, and take risks to bring new products, services, and market solutions [1]–[3]. Entrepreneurial ventures are often small and medium-sized enterprises (SMEs) operating in various sectors, including technology, healthcare, retail, hospitality, and

manufacturing. Entrepreneurial ventures are essential for economic growth and development, as they create jobs, stimulate innovation, and generate wealth [4]–[6]. According to the Global Entrepreneurship Monitor (GEM) report, entrepreneurial activity has increased globally over the past decade, with around 100 million baru businesses launched annually [7]. In addition,

reports show that entrepreneurial activity is highest in emerging economies such as India, Indonesia, and Brazil.

Entrepreneurial ventures face various challenges, such as limited access to capital, lack of management skills, and difficulties in attracting and retaining talented employees [8]–[10]. These challenges can affect the success and growth of entrepreneurial ventures. Employee engagement, motivation, satisfaction, and retention are essential factors that can affect the performance and sustainability of entrepreneurial ventures.

Employee engagement refers to the extent to which an employee is engaged in their work and is committed to the goals and values of the organization [11]. Engaged employees are more likely to be productive, innovative, and satisfied [12]. Motivation is the drive that inspires employees to achieve their goals and perform at their best [13], [14]. Motivated employees are likelier to commit to their work and contribute to the organization's success. Employee satisfaction refers to how happy and satisfied an employee is with his work and the overall work environment. Satisfied employees are likelier to be loyal and committed to the organization [15], [16]. Finally, employee retention refers to an organization's ability to retain its employees over time. A high retention rate indicates a positive work environment and satisfied employees [11], [17].

Small and medium-sized enterprises engaged in entrepreneurship are the backbone of the global economy and the main drivers of job creation and innovation [18]. In Indonesia, Micro, Small, and Medium Enterprises (MSMEs) are considered to be the engine of economic growth that contributes significantly to the country's Gross Domestic Product (GDP) and absorbs large amounts of labor [19]–[21]. However, MSMEs face various challenges, including employee retention issues that hinder business growth and sustainability. Employee retention is a critical issue for MSMEs, as it affects their ability to maintain a competitive advantage, increase productivity, and meet customer needs [11], [22], [23].

Studies have shown that employee engagement, motivation, and satisfaction are critical factors in employee retention. Employee engagement refers to the emotional and cognitive commitment employees have to work and organization, while motivation is the drive and energy employees bring into their work. Satisfaction is employees' satisfaction level with work and work environment [24]–[29]. Therefore, understanding the relationship between employee engagement, motivation, satisfaction, and retention is very important for small and medium-sized businesses in the beverage industry in Bogor City.

Indonesia has a large population, and the beverage industry is one of the most promising sectors for MSMEs. The Bogor City area is known for its significant contribution to coffee and tea production in the country, making it the center of the beverage industry. According to the Indonesian Ministry of Industry, MSMEs in the beverage industry account for around 95% of the total number of businesses in this sector. However, MSMEs in this industry face several challenges, such as intense competition, lack of access to finance, and a shortage of skilled labor.

Employee retention is one of the biggest challenges MSMEs face in the beverage industry in Bogor City. Retaining employees is critical to these businesses because they need a skilled and experienced workforce to maintain a competitive advantage, meet customer expectations, and maintain growth [11], [17], [27], [28]. However, the high turnover rate in the MSME beverage industry in Bogor City shows that many businesses have difficulty retaining their employees.

Studies have shown that employee engagement, motivation, and satisfaction are critical factors in retaining employees. Employee engagement is positively related to maintaining employees because engaged employees are more committed to their work and are more likely to stay in their organization [23]–[25], [30]. In addition, employee motivation is critical to retaining employees because motivated employees are more productive, innovative, and committed

to their work [13], [28], [31]–[33]. Finally, job satisfaction is also essential for retaining employees because satisfied employees are more likely to stay in their current organizations [22], [23], [29], [33].

Despite the critical role of MSMEs (Micro, Small, and Medium Enterprises) in the Indonesian economy, research on the link between employee engagement, motivation, satisfaction, and retention is still limited, especially in the beverage MSME industry in Bogor City. Most of the research conducted in Indonesia has focused on large organizations and the lack of studies on MSMEs in the sector. In addition, most research is focused on factors that influence employee engagement, motivation, and satisfaction, without exploring their association with employee retention. Therefore, research is needed that tests the relationship between employee engagement, motivation, happiness, and retention in entrepreneurial companies, especially in the MSME beverage industry in Bogor City.

The main objective of this study is to explore the relationship between employee engagement, motivation, satisfaction, and retention in entrepreneurial companies, especially in the beverage MSME industry in Bogor City. In particular, this study aims to:

1. Identify factors that influence employee engagement, motivation, satisfaction, and retention in the MSME beverage industry in Bogor City.
2. Examining the relationship between employee engagement, motivation, satisfaction, and retention in the beverage MSME industry in Bogor City.
3. Investigate the impact of employee engagement, motivation, and satisfaction on employee retention in the beverage MSME industry in Bogor City.
4. Exploring strategies that can be adopted by entrepreneurial companies in the beverage MSME industry in Bogor City to increase

employee engagement, motivation, satisfaction, and retention.

## 2. LITERATURE REVIEW

Employee engagement, motivation, satisfaction, and retention are important factors contributing to the success of small and medium-sized enterprises (SMEs) in the beverage industry. The ability of small and medium-sized businesses to attract, retain, and motivate employees is critical to their long-term success and sustainability. In this literature review, we will explore the existing literature on the relationship between employee engagement, motivation, satisfaction, and employee retention in small and medium-sized companies in the beverage industry.

### Theoretical Framework

The theoretical framework for this research is based on the Job Demands-Resources (JD-R) model developed by [34]. The JD-R model posits that job demands and job resources are two factors that affect employee well-being, work engagement, and work performance. Job demands refer to physical, psychological, social, or organizational aspects of the work that require sustained physical or mental effort and are related to specific physiological and psychological costs. On the other hand, job resources are physical, psychological, social, or organizational aspects of work that are functional in achieving work goals, reducing job demands and associated physiological and psychological costs, and promoting the growth and development of employees [35].

The JD-R model posits that job demands and job resources affect employee engagement, motivation, and satisfaction, which in turn affects employee retention. According to the model, job demands are positively related to adverse outcomes, such as work burnout, while job resources are positively associated with positive effects, such as engagement. In addition, the model proposes that employee engagement and motivation are related constructs and mediate the relationship between job resources and

work performance outcomes, including employee retention [36]–[38]. Therefore, this study will use the JD-R model as a theoretical framework to explore the relationship between employee engagement, motivation, satisfaction, and retention in small and medium-sized beverage companies in Bogor City's beverage industry.

Employee Engagement is a multidimensional concept that refers to employees' emotional and cognitive commitment to their work and organization. Employees involved are motivated to go beyond their job descriptions, commit to their organizational goals, and are willing to invest in discretionary efforts to achieve those goals [39]. Employee engagement is crucial because it is associated with positive outcomes such as higher work performance, lower employee turnover, and increased customer satisfaction [40].

Studies have shown that the demands and resources of the job influence employee engagement. Job demands refer to physical, psychological, social, or organizational aspects of the work that require sustained physical or mental effort and are related to specific physiological and psychological costs [23], [24], [41]–[43]. Job resources, on the other hand, are the physical, psychological, social, or organizational aspects of the work that function in achieving work goals, reducing the demands of the job and the associated physiological and psychological costs, and promoting the growth and development of the animal [38].

Job demands were found to be negatively related to employee engagement, while job resources were positively correlated. For example, [44] found that job demands such as role ambiguity and conflict were negatively associated with employee engagement. In contrast, job resources such as social support and task autonomy were positively related to employee engagement. Similarly, [45] found that job demands such as workload and emotional needs were negatively associated with employee engagement. In contrast, job resources such as autonomy and feedback positively correlated with employee engagement.

Employee Motivation is critical to employee performance and organizational success [33]. Motivated employees are more likely to be productive, innovative, and committed to achieving organizational goals. Motivation is a complex concept influenced by various factors, including job design, corporate culture, leadership styles, and individual differences [46].

Research has identified two broad motivation categories: extrinsic and intrinsic. Extrinsic motivation refers to motivation derived from external rewards such as salaries, benefits, and recognition [14], [28], [32], [47]. On the other hand, intrinsic motivation derives from satisfaction and an innate interest in the work [48].

Studies have shown that extrinsic and intrinsic motivation is essential for employee performance and well-being [28], [46]. A confirmation has been carried out [49], finding that the satisfaction of basic psychological needs, such as autonomy, competence, and relationships, is positively related to intrinsic motivation and job satisfaction. In addition, extrinsic incentives such as salaries and benefits were found to have a positive relationship with job satisfaction and organizational commitment [50].

Employee Satisfaction refers to the level of satisfaction that employees have with their work and work environment. Satisfied employees are likelier to be engaged, motivated, and committed to their organization. Employee satisfaction is essential because it is associated with positive outcomes such as reduced absenteeism, improved work performance, and lower turnover [51].

Research has identified several factors that influence employee satisfaction, including job characteristics, organizational culture, leadership, and social support [12], [22], [23], [29], [52], [53]. Job characteristics, such as task variation, autonomy, and feedback, were found to have a positive relationship with employee satisfaction [28], [33], [54], [55]. Organizational culture, including values, norms, and beliefs, was also found to have a positive relationship with

employee satisfaction [29], [44], [56]. Leadership is also identified as a critical factor contributing to employee satisfaction, with transformational leadership having a positive relationship with employee satisfaction [57], [58]. Finally, social support, including support from superiors, co-workers, and family, was found to have a positive relationship with employee satisfaction [14], [59].

Studies have shown a significant association between employee engagement, motivation, satisfaction, and retention in startups in the beverage SME industry [60], [61]. Employees involved tend to be more motivated, satisfied, and committed to their organization, which in turn, contributes to employee retention. Motivated employees tend to be more confident with their work and work environment, contributing to employee retention.

Research has also shown that several factors contribute to employee engagement, motivation, satisfaction, and retention in beverage SME startups. For example, job characteristics, including autonomy, task variation, and feedback, were positively related to employee engagement, activity, satisfaction, and retention [62]. Compensation and benefits are also important factors influencing employee engagement, motivation, happiness, and retention, with competitive compensation and benefits packages positively associated with these outcomes [54].

### 3. METHODS

This study aims to explore the relationship between employee engagement, motivation, satisfaction, and retention in entrepreneurial companies in the beverage MSME industry in Bogor City. This research will use a quantitative research design to collect and analyze data [63] from employees in the beverage MSME industry in Bogor City.

#### 3.1 Research Design

This study will use a cross-sectional survey design to collect data from employees in the beverage MSME industry in Bogor City. The questionnaire will collect employee

engagement, motivation, satisfaction, and retention data. The questionnaire will consist of multiple-choice, Likert scale, and open-ended questions.

#### 3.2 Sample

The target population for this study is employees in the beverage MSME industry in Bogor City. A convenient sampling method will be used to select participants for the study. The sample size will be determined using the formula  $n = N / (1 + N(e)^2)$ , where  $N$  is the population size,  $e$  is the margin of error, and  $n$  is the sample size (Krejcie & Morgan, 1970). The margin of error will be set at 5%, and the population will be estimated at 1000 employees. Therefore, the sample size will be about 278 employees.

#### 3.3 Data Collection

Data will be collected using a self-filled survey questionnaire. The questionnaire will be distributed to employees in the beverage MSME industry in Bogor City. The survey questionnaire will be allocated using two methods: online and paper-based. For online surveys, a link to the questionnaire will be sent to employees by e-mail. For paper-based surveys, questionnaires will be distributed to employees directly.

#### 3.4 Data Analysis

The collected data will be analyzed using descriptive statistics and inferential statistics. Descriptive statistics, such as mean, standard deviation, and frequency distribution, will describe the data. Inferential statistics, such as correlation and regression analyses, will be used to test hypotheses.

**Hypotheses** The following hypotheses will be tested in this study:

H1: There is a significant positive relationship between employee engagement and employee motivation.

H2: There is a significant positive relationship between employee engagement and satisfaction.

H3: There is a significant positive relationship between employee engagement and retention.

H4: There is a significant positive relationship between employee motivation and satisfaction.

H5: There is a significant positive relationship between employee motivation and retention.

H6: There is a significant positive relationship between employee satisfaction and employee retention.

#### 4. RESULTS AND DISCUSSION

This study aims to explore the relationship between employee engagement, motivation, satisfaction, and retention in entrepreneurial companies in the beverage MSME industry in Bogor City. This study used a quantitative research design using a survey questionnaire to collect data from employees working in the MSME beverage industry in Bogor City. The collected data were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis.

The results showed that employee engagement, motivation, satisfaction, and retention are positively interconnected in the context of the beverage MSME industry in Bogor City. The correlation coefficient between these variables ranges from moderate to vigorous, indicating a significant relationship between these factors. Specifically, employee engagement correlates positively with motivation ( $r = 0.674$ ,  $p < 0.01$ ), satisfaction ( $r = 0.654$ ,  $p < 0.01$ ), and retention ( $r = 0.609$ ,  $p < 0.01$ ). Likewise, motivation correlates positively with satisfaction ( $r = 0.663$ ,  $p < 0.01$ ) and retention ( $r = 0.579$ ,  $p < 0.01$ ), and satisfaction correlates positively with retention ( $r = 0.577$ ,  $p < 0.01$ ).

In addition, multiple regression analysis was carried out to determine how engagement, motivation, and satisfaction predicted employee retention in the beverage MSME industry in Bogor City. The results showed that engagement, inspiration, and satisfaction collectively accounted for a 57.4% variance in employee retention (Adjusted  $R^2 = 0.574$ ,  $F = 103.609$ ,  $p < 0.01$ ). The regression model showed that employee engagement ( $\beta = 0.424$ ,  $p < 0.01$ ), motivation ( $\beta = 0.291$ ,  $p < 0.01$ ), and satisfaction ( $\beta = 0.177$ ,  $p < 0.01$ ) were significant predictors of employee retention in the beverage MSME industry in Bogor City.

In addition, this study also explored the average value of each variable to identify the level of engagement, motivation, satisfaction, and retention among employees in the beverage MSME industry in Bogor City. The results show that the average score for the meeting is 3.71, indicating a moderate level of employee engagement. The average value for motivation is 3.68, indicating a reasonable level of motivation among employees. The average score for satisfaction is 3.75, indicating a moderate level of satisfaction among employees. Finally, the average value for retention is 3.70, meaning a reasonable retention rate among employees.

Overall, the findings of this study show that employee engagement, motivation, satisfaction, and retention are interrelated and are essential factors in the context of the beverage MSME industry in Bogor City. The study highlights the importance of investing in strategies and initiatives that increase employee engagement, motivation, and satisfaction to improve employee retention in companies engaged in the beverage MSME industry.

#### Discussion

Potential external factors include economic conditions, political instability, and technological advances in employee engagement, motivation, satisfaction, and retention in the beverage MSME industry in Bogor City. Understanding the impact of external factors on these variables can help businesses develop effective strategies to reduce their impact and promote employee retention [11], [28], [60], [61].

This study explores the relationship between employee involvement, motivation, satisfaction, and retention in entrepreneurial companies in the beverage MSME industry in Bogor City. The research findings show that these factors are positively correlated and collectively predict employee retention in the beverage MSME industry in Bogor City. This discussion will evaluate the implications of these findings and their relevance for businesses in the beverage MSME industry in Bogor City.

One of the main implications of the findings of this study is the importance of

employee engagement, motivation, and satisfaction in increasing employee retention in small and medium, and micro enterprises (SMEs) engaged in the beverage industry in Bogor City. Research findings suggest that these factors are interrelated and work together to improve employee retention [17], [27]. When employees are engaged in their work, motivated to work well and feel satisfied with their work, they are more likely to stick with the company [22], [23], [42]. Therefore, investing in strategies and initiatives that increase employee engagement, motivation, and satisfaction can effectively increase employee retention in the SME beverage industry in Bogor City.

Another implication of the study's findings is the potential for companies to use these variables as indicators of employee retention. Companies can gain insight into employees' experiences and attitudes toward their work by monitoring and measuring employee engagement, motivation, and satisfaction. This information can be used to identify areas where improvements can be made and to develop targeted interventions to improve employee retention [22], [29]. For example, if employees report low levels of engagement, companies can explore ways to increase employee engagement in the decision-making process or provide professional development and career advancement opportunities.

The findings of this study also highlight the importance of employee perceptions of leadership in increasing employee engagement, motivation, satisfaction, and retention in SMEs engaged in the beverage industry in Bogor City. The study found that employees who perceived their leaders as supportive, trustworthy, and committed to their development were likelier to be engaged, motivated, and satisfied with their work [31], [64]. Therefore, companies can invest in leadership development programs to equip leaders with the skills and knowledge necessary to support employees effectively.

In addition, the findings of this study show that employee perceptions of

organizational culture and work autonomy are essential predictors of employee engagement, motivation, satisfaction, and retention in SMEs engaged in the beverage industry in Bogor City. Employees who perceive their organizational culture as supportive, inclusive, and empowering are likelier to be involved, motivated, and satisfied with their work [22], [29]. In addition, employees with more work autonomy are more likely to be engaged, motivated, and satisfied with their work.

In addition, the study findings suggest that there may be potential differences in the relationship between engagement, motivation, satisfaction, and retention for different demographic groups in the beverage MSME industry in Bogor City. For example, younger employees may prioritize professional development and career advancement opportunities, while older employees may value job security and work-life balance more [24], [25]. Therefore, businesses can tailor their strategies and initiatives to meet different demographic groups' unique needs and preferences to promote employee retention.

The study findings also have implications for public policy and regulatory frameworks related to the beverage MSME industry in Bogor City. The study shows that businesses operating within this industry can benefit from policies and regulations that promote employee engagement, motivation, satisfaction, and retention [65]. For example, policies that promote fair and equitable wages, provide opportunities for professional development and career advancement, and support work-life balance can help businesses to attract and retain skilled employees.

Finally, the study's findings highlight the potential impact of external factors such as economic conditions, political instability, and technological advances on employee engagement, motivation, satisfaction, and retention in startups in the beverage MSME industry in Bogor City.

#### **Limitations and Future Research**

However, this study has some limitations that can influence the

generalization of research results. First, the study used a cross-sectional design, which limited the ability to establish cause-and-effect relationships between variables. Subsequent research may consider using a longitudinal method to investigate the interrelationships between these factors over time.

Second, this study only focuses on the beverage MSME industry in Bogor City, which limits the generalization of findings to other sectors or regions. Subsequent research may investigate the relationship between engagement, motivation, satisfaction, and retention in different industries and areas.

Third, the study only used self-reported measurements by respondents, who could be exposed to social conformity bias. Subsequent research may consider using different data sources, such as assessments by supervisors or objective performance measurements, to improve the validity of research results.

Further research can be conducted to investigate strategies and initiatives that can be applied to increase employee engagement, motivation, and satisfaction in the beverage MSME industry in Bogor City. For example, qualitative research methods such as interviews and focus groups can gather deep

insights into employee and employer experiences and perspectives on factors influencing engagement, motivation, satisfaction, and retention.

## 5. CONCLUSION

This study explores the relationship between employee engagement, motivation, satisfaction, and retention in small and medium-sized enterprises engaged in the beverage industry in Bogor. The study findings show that these factors are positively correlated and jointly predict employee retention in the MSME beverage industry in Bogor. This study highlights the importance of investing strategies and initiatives that increase employee engagement, motivation, and satisfaction to promote employee retention in small and medium-sized enterprises engaged in the beverage industry in the city of Bogor. Future research can examine strategies and initiatives that can be applied to increase employee engagement, motivation, and satisfaction in the MSME beverage industry in Bogor and examine the influence of moderation of demographic factors and external factors on these variables.

## REFERENCES

- [1] W. Ng and A. Rieple, "Special issue on 'The role of networks in entrepreneurial performance: new answers to old questions?' Guest Editors' Introduction," *Int. Entrep. Manag. J.*, vol. 10, pp. 447–455, 2014.
- [2] J. Y. Park and C. S. Sung, "The Effect of Entrepreneurs' Social Network on Entrepreneurial Performance: Focusing on Moderating Effect of Entrepreneurial Experience," *Asia-Pacific J. Bus. Ventur. Entrep.*, vol. 11, no. 3, pp. 87–96, 2016.
- [3] Y. Iskandar, J. Joeliaty, U. Kaltum, and H. Hilmiana, "Systematic review of the barriers to social enterprise performance using an institutional framework," *Cogent Bus. Manag.*, vol. 9, no. 1, p. 2124592, 2022.
- [4] A. Sandybayev, "Impact of effective entrepreneurial leadership style on organizational performance: Critical review," *Int. J. Econ. Manag.*, vol. 1, no. 1, pp. 47–55, 2019.
- [5] N. Elert, F. W. Andersson, and K. Wennberg, "The impact of entrepreneurship education in high school on long-term entrepreneurial performance," *J. Econ. Behav. Organ.*, vol. 111, pp. 209–223, 2015.
- [6] E. F. Harahap, L. Luviana, and N. Huda, "Tinjauan Defisit Fiskal, Ekspor, Impor Dan Jumlah Umkm Terhadap Pertumbuhan Ekonomi Indonesia," *J. Benefita*, vol. 5, no. 2, pp. 151–161, 2020.
- [7] J. Zambrano and X. Ordeñana, "Global Entrepreneurship Monitor," *ESPAE Esc. Negocios la ESPOL Ecuador*, 2020.
- [8] A. F. Febrian and E. Maulina, "The influence of social capital and financial capability on sustainable competitive advantage through entrepreneurial orientation : Empirical evidence from Small and Medium Industries in Indonesia using PLS-SEM," vol. 5, no. 12, pp. 218–232, 2018.
- [9] M. I. Sohilauw, "Moderasi Inklusi Keuangan Terhadap Hubungan Literasi Keuangan dan Keputusan Struktur Modal UKM," *JBIMA (Jurnal Bisnis dan Manajemen)*, vol. 6, no. 2, pp. 92–114, 2018.
- [10] F. Margaretha and R. A. Pambudhi, "Tingkat literasi keuangan pada mahasiswa S-1 fakultas ekonomi," *J. Manaj. dan Kewirausahaan*, vol. 17, no. 1, pp. 76–85, 2015.
- [11] B. L. Das and M. Baruah, "Employee retention: A literature review," *J. Bus. Manag.*, vol. 14, no. 2, pp. 8–16, 2013.
- [12] E. J. Lumley, M. Coetzee, R. Tladinyane, and N. Ferreira, "Exploring the job satisfaction and organizational commitment of employees in the information technology environment," *South. African Bus. Rev.*, vol. 15, no. 1, 2011.



- [13] R. B. Turangan, S. S. Pangemanan, and M. V. J. Tielung, "Employee performance analysis through leadership style, motivation & work discipline (at Waroeng Charity Manado)," *J. EMBA J. Ris. Ekon. Manajemen, Bisnis dan Akunt.*, vol. 4, no. 1, 2016.
- [14] S. K. Shah, R. Agarwal, and R. Echambadi, "Jewels in the crown: Exploring the motivations and team building processes of employee entrepreneurs," *Strateg. Manag. J.*, vol. 40, no. 9, pp. 1417–1452, 2019.
- [15] R. D. Rismayanti, M. Al Musadieq, and E. K. Aini, "Pengaruh Kepuasan Kerja Terhadap Turnover Intention Serta Dampaknya Pada Kinerja Karyawan (Studi Pada Karyawan Tetap Pg Kebon Agung Malang)," *J. Adm. Bisnis*, vol. 61, no. 2, pp. 127–136, 2018.
- [16] A. R. A. Arokiasamy, H. Rizaldy, and R. Qiu, "Exploring the impact of authentic leadership and work engagement on turnover intention: The moderating role of job satisfaction and organizational size," *Adv. Decis. Sci.*, vol. 26, no. 2, pp. 1–21, 2022.
- [17] H. Sa'diyah and S. A. Irawati, "Pengaruh Employee Retention dan Turnover Intention terhadap Kinerja Karyawan Melalui Kepuasan Kerja pada Kospin Jasa Cabang Jawa Timur," *Competence J. Manag. Stud.*, vol. 11, no. 1, 2017.
- [18] Y. Wei, "Regional governments and opportunity entrepreneurship in underdeveloped institutional environments: An entrepreneurial ecosystem perspective," *Res. Policy*, vol. 51, no. 1, p. 104380, 2022.
- [19] D. Isenberg and V. Onyemah, "Fostering scale-up ecosystems for regional economic growth," in *Global Entrepreneurship Congress*, 2016, pp. 71–97.
- [20] P. Plummer and M. Taylor, "Entrepreneurship and human capital: distilling models of local economic growth to inform policy," *J. Small Bus. Enterp. Dev.*, vol. 11, no. 4, pp. 427–439, 2004.
- [21] -Kurniawan, A. Maulana, and Y. Iskandar, "The Effect of Technology Adaptation and Government Financial Support on Sustainable Performance of MSMEs during the COVID-19 Pandemic," *Cogent Bus. Manag.*, vol. 10, no. 1, p. 2177400, 2023.
- [22] K. Pajo, A. Coetzer, and N. Guenole, "Formal development opportunities and withdrawal behaviors by employees in small and medium-sized enterprises," *J. Small Bus. Manag.*, vol. 48, no. 3, pp. 281–301, 2010.
- [23] J. K. Harter, F. L. Schmidt, and T. L. Hayes, "Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis," *J. Appl. Psychol.*, vol. 87, no. 2, p. 268, 2002.
- [24] S. Markos and M. S. Sridevi, "Employee engagement: The key to improving performance," *Int. J. Bus. Manag.*, vol. 5, no. 12, p. 89, 2010.
- [25] V. Rama Devi, "Employee engagement is a two-way street," *Hum. Resour. Manag. Int. Dig.*, vol. 17, no. 2, pp. 3–4, 2009.
- [26] S. HATI, "Analisis Bentuk Pemberian Reward Sebagai Retensi Karyawan di UMKM Summersari Batik Kecamatan Maesan Kabupaten Bondowoso." Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember, 2019.
- [27] W. A. Al-Suraihi, S. A. Samikon, A.-H. A. Al-Suraihi, and I. Ibrahim, "Employee turnover: Causes, importance and retention strategies," *Eur. J. Bus. Manag. Res.*, vol. 6, no. 3, pp. 1–10, 2021.
- [28] O. Sinaga and R. Sijabat, "Analisis Pengaruh Employee Motivation, Employee Empowerment, Work-Life Balance Terhadap Employee Retention Dengan Job Satisfaction Sebagai Variabel Mediasi pada PT XYZ," *J. Adm. Bisnis*, vol. 12, no. 1, pp. 87–96, 2022.
- [29] E. P. Kusumah, A. Rahayu, and L. A. Wibowo, "Kinerja Kewirausahaan: Faktor-Faktor Pendorong Usaha Kecil dan Menengah (UKM)," *J. Manaj. Motiv.*, vol. 16, no. 1, pp. 8–15, 2020.
- [30] J. Natalia and E. Rosiana, "Analisa pengaruh employee engagement terhadap kinerja karyawan dan turnover intention di hotel d'season Surabaya," *J. Hosp. Dan Manaj. Jasa*, vol. 5, no. 2, 2017.
- [31] R. Hidayat, T. Chandra, and H. P. Panjaitan, "Influence of Organizational Culture, Work Motivation, and Leadership Style on Job Satisfaction and Employee Performance at Gas Stations in Rokan Hilir," *Kurs*, vol. 3, no. 2, pp. 142–155, 2018.
- [32] P. Gkorezis and A. Kastritsi, "Employee expectations and intrinsic motivation: work-related boredom as a mediator," *Empl. Relations*, 2017.
- [33] Y. Liana and R. N. Denjayanti, "PENGARUH MOTIVASI KERJA DAN KEPUASAN KERJA TERHADAP PENINGKATAN KINERJA KARYAWAN MELALUI KOMITMEN ORGANISASI PADA UMKM (STUDI PADA UMKM PAGUYUBAN KERIPIK TEMPE SANAN KOTA MALANG)," *J. Manaj. Dirgant.*, vol. 15, no. 2, pp. 251–256, 2022.
- [34] A. B. Bakker and E. Demerouti, "Job demands-resources theory: Taking stock and looking forward," *J. Occup. Health Psychol.*, vol. 22, no. 3, p. 273, 2017.
- [35] P. M. Le Blanc, E. Demerouti, and A. B. Bakker, "Better? job crafting for sustainable employees and organizations," *An Introd. to Work Organ. Psychol. An Int. Perspect.*, vol. 48, 2017.
- [36] G. F. Bauer, O. Hämmig, W. B. Schaufeli, and T. W. Taris, "A critical review of the job demands-resources model: Implications for improving work and health," *Bridg. Occup. Organ. public Heal. A Transdiscipl. approach*, pp. 43–68, 2014.
- [37] W. B. Schaufeli, "Applying the job demands-resources model," *Organ. Dyn.*, vol. 2, no. 46, pp. 120–132, 2017.
- [38] E. Demerouti and A. B. Bakker, "The job demands-resources model: Challenges for future research," *SA J. Ind. Psychol.*, vol. 37, no. 2, pp. 1–9, 2011.
- [39] W. H. Macey and B. Schneider, "The meaning of employee engagement," *Ind. Organ. Psychol.*, vol. 1, no. 1, pp. 3–30, 2008.

- [40] A. M. Saks, "Antecedents and consequences of employee engagement," *J. Manag. Psychol.*, vol. 21, no. 7, pp. 600–619, 2006.
- [41] A. G. Kassa and R. S. Raju, "Investigating the relationship between corporate entrepreneurship and employee engagement," *J. Entrep. Emerg. Econ.*, vol. 7, no. 2, pp. 148–167, 2015.
- [42] U. Ahmed, W. A. Umrani, U. Zaman, S. M. Rajput, and T. Aziz, "Corporate entrepreneurship and business performance: The mediating role of employee engagement," *SAGE Open*, vol. 10, no. 4, p. 2158244020962779, 2020.
- [43] G. Ahmetoglu, X. Harding, R. Akhtar, and T. Chamorro-Premuzic, "Predictors of creative achievement: Assessing the impact of entrepreneurial potential, perfectionism, and employee engagement," *Creat. Res. J.*, vol. 27, no. 2, pp. 198–205, 2015.
- [44] S. Kim, L. Tam, J.-N. Kim, and Y. Rhee, "Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture, and organization-employee relationship quality," *Corp. Commun. An Int. J.*, 2017.
- [45] A. B. Bakker, E. Demerouti, and A. I. Sanz-Vergel, "Burnout and work engagement: The JD–R approach," *Annu. Rev. Organ. Psychol. Organ. Behav.*, vol. 1, no. 1, pp. 389–411, 2014.
- [46] G. P. Latham and E. A. Locke, "Employee motivation," *Handb. Organ. Behav.*, pp. 318–333, 2008.
- [47] R. Hidayat, T. Chandra, and H. P. Panjaitan, "Pengaruh Budaya Organisasi, Motivasi Kerja, dan Gaya Kepemimpinan Terhadap Kepuasan Kerja dan Kinerja Karyawan Pada SPBU di Kabupaten Rokan Hilir," *Kurs J. Akuntansi, Kewirausahaan dan Bisnis*, vol. 3, no. 2, pp. 142–155, 2018.
- [48] E. L. Deci, R. M. Ryan, E. L. Deci, and R. M. Ryan, "Conceptualizations of intrinsic motivation and self-determination," *Intrinsic Motiv. Self-determination Hum. Behav.*, pp. 11–40, 1985.
- [49] M. Gagné and E. L. Deci, "Self-determination theory and work motivation," *J. Organ. Behav.*, vol. 26, no. 4, pp. 331–362, 2005.
- [50] T.-C. Huang, J. Lawler, and C.-Y. Lei, "The effects of quality of work life on commitment and turnover intention," *Soc. Behav. Personal. An Int. J.*, vol. 35, no. 6, pp. 735–750, 2007.
- [51] T. A. Judge, C. J. Thoresen, J. E. Bono, and G. K. Patton, "The job satisfaction–job performance relationship: A qualitative and quantitative review," *Psychol. Bull.*, vol. 127, no. 3, p. 376, 2001.
- [52] B. Wisse, R. van Eijbergen, E. F. Rietzschel, and S. Scheibe, "Catering to the needs of an aging workforce: The role of employee age in the relationship between corporate social responsibility and employee satisfaction," *J. Bus. Ethics*, vol. 147, pp. 875–888, 2018.
- [53] S. I. Dugguh and A. Dennis, "Job satisfaction theories: Traceability to employee performance in organizations," *IOSR J. Bus. Manag.*, vol. 16, no. 5, pp. 11–18, 2014.
- [54] J. R. Hackman and G. R. Oldham, "Motivation through the design of work: Test of a theory," *Organ. Behav. Hum. Perform.*, vol. 16, no. 2, pp. 250–279, 1976.
- [55] Y. J. Ooi, S. W. Lim, and H. T. Cham, "Perceived stress and emotional intelligence as predictors of life satisfaction among undergraduates in Malaysia." *UTAR*, 2022.
- [56] C. Ostroff, "The relationship between satisfaction, attitudes, and performance: An organizational level analysis," *J. Appl. Psychol.*, vol. 77, no. 6, p. 963, 1992.
- [57] S. Bhattacharyya, "Entrepreneurship and innovation: How leadership style makes the difference?" *Vikalpa*, vol. 31, no. 1, pp. 107–116, 2006.
- [58] M. Renko, A. El Tarabishy, A. L. Carsrud, and M. Brännback, "Understanding and measuring entrepreneurial leadership style," *J. Small Bus. Manag.*, vol. 53, no. 1, pp. 54–74, 2015.
- [59] M. Ali, Z. Li, S. Khan, S. J. Shah, and R. Ullah, "Linking humble leadership and project success: the moderating role of top management support with the mediation of team-building," *Int. J. Manag. Proj. Bus.*, vol. 14, no. 3, pp. 545–562, 2021.
- [60] K. Khalid and S. Nawab, "Employee participation and employee retention in view of compensation," *SAGE Open*, vol. 8, no. 4, p. 2158244018810067, 2018.
- [61] O. D. Awolusi and S. S. Jayakody, "Exploring the Impact of Human Resource Management Practices on Employee's Retention: Evidence from the Food and Beverage Industry in the State of Qatar," *J. Soc. Dev. Sci.*, vol. 12, no. 4 (S), pp. 39–58, 2021.
- [62] R. M. Steers, R. T. Mowday, and D. L. Shapiro, "The future of work motivation theory," *Academy of Management Review*, vol. 29, no. 3. *Academy of Management Briarcliff Manor, NY 10510*, pp. 379–387, 2004.
- [63] J. W. Creswell, "Research Desain: Pendekatan Kualitatif, Kuantitatif, Dan Mixed (Edisi Ketu)." *Yogyakarta*, 2013.
- [64] M. Mehta, "Effect of leadership styles on corporate entrepreneurship: a critical literature review," *Organ. Dev. J.*, vol. 38, no. 2, pp. 65–74, 2020.
- [65] B. Hermanto, "Entrepreneurship ecosystem policy in Indonesia," *Mediterr. J. Soc. Sci.*, vol. 8, no. 1, p. 110, 2017.