SOCIAL BEHAVIOUR
LEADERSHIP
SALES
COMMUNICATION
ORGANIZATION
BRANDING
FEASIBILITY ANALYSIS

FOR BUSINESS MANAGEMENT

INQUIRIES WITH NEW APPROACHES IN THE POST-PANDEMIC ERA

Editors

Assoc. Prof. Dr. Muhammad Ali Tarar
Enock Siankwilimba, PhD. Cand.

NCM Publishing

Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era

Editors

Assoc. Prof. Dr. Muhammad Ali Tarar
Enock Siankwilimba, PhD. Cand.

Published by: NCM Publishing House

Publishing Date: 23.01.2023

ISBN: 978-605-73822-8-3

Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era

Publication No: **13**

Editors	***Assoc. Prof. Dr. Muhammad Ali Tarar***
	Enock Siankwilimba, PhD. Cand.
Cover Designer	***Mr. Kerim KARADAL***
ISBN	**978-605-73822-8-3**
Publisher Certificate No	**51898**
Publisher Type	International Publishing House
Release Date	2023

CONTACT

Phone: +90 554 888 1471

e-mail: ceocongress.info@gmail.com

www.ceocongress.org

LIBRARY INFORMATION CARD

Tarar, Muhammad Ali and ; Siankwilimba, Enock; Editor, 1, 2023. **Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era**. NCM Publishing House, Bursa.

Language: English

Editors: Assoc. Prof. Dr. Muhammad Ali Tarar; Enock Siankwilimba, PhD. Cand.

ISBN: **978-605-73822-8-3**

PREFACE

How well people work together is a crucial factor in the success of any business & organization. Social behavior and good leadership play important role in adoption of new innovations, technologies, and skills that ultimate change the pattern of communication to promote business, enhance sales and strengthen organization and industry in present era. The development of the Industrial Revolution brought changes to the adjustment of work in humans, machines, technology and processes in various professional fields, including the accounting profession. The Industrial Revolution requires the accounting profession to adapt to the development of information technology and big data. Facing today's latest industrial era, the development of the digital economy has opened new possibilities while simultaneously increasing risk. These changes have a significant impact on the development of accounting. In this era, technological developments and innovations seem to keep pace with time. New innovations encourage the creation of new markets and shift the existence of old markets. Smart machines and robots are now taking on many roles and seem to rule the world. In the Industrial Revolution 4.0 there was an extraordinary shift in various fields of science and profession, therefore the way accountants work, and practice needs to be changed to improve service quality and global expansion through online communication and the use of cloud computing and artificial intelligence.

Thank you for the hard work of the Steering Committee who has assessed the articles to be published in Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era.

This publication is dedicated to the world of science in the field of Accounting which is currently growing so rapidly. The development of Cloud Computing and Artificial Intelligence has played a role in changing the work order of Accountants.

Assoc. Prof. Dr. Muhammad Ali Tarar; Enock Siankwilimba, PhD. Cand.
Bursa – January 2023

CONTENTS

CHAPTER 1

The Influence of Delegation Authority and Transformational Leadership on Individual Performance by The Existence of Individual Adaptability as Mediating Variable.

Teuku Yusuf, S.Si.
Business Administration, IPMI International Business School, Indonesia
teuku.yusuf@ipmi.ac.id
Orcid: 0000-0001-6117-8038

Dr. Ir. Amelia Naim INDRAJAYA
Business Administration, IPMI International Business School, Indonesia
amelia.naim@ipmi.ac.id
Orcid: 0000-0001-9021-902X

ABSTRACT

PLN Indonesia Power is a subsidiary of PT. PLN (a state-owned company) with core business is to providing electricity to all regions in Indonesia. PT. PLN Indonesia Power is currently facing various challenges. It is common knowledge that today's business environment is changing very fast, and the characteristics are getting more volatile, more uncertain, more complicated and disruptive. External challenges come from various sources, including global target for PLN Group to accelerate the achievement of a larger portion of renewable energy in a short time. The Government hope to achieve 100% of Indonesian people enjoying electricity, changes in the supplier structure due to the entry of the private sector and the public in the supply of electrical energy, and the demands for utilizing new technologies to improve the efficiency of electricity supply and distribution. The internal challenge is the decreasing market share significantly from 48.92% in 2003 to 19.1% in 2021 based on data from the annual report of PLN Indonesia Power. This paper is a conceptual paper developing a research framework based on the result of previous studies. This research is expected to be useful for companies to be able to understand the influence of delegation authority and transformational leadership toward individual performance. It is argued that in order to accelerate company objectives there is the mediating effect of individual adaptability. The company will have a framework as a consideration that will be used in employees adaptability and leadership program developments to improve their performance.

Keywords: Delegation Authority, Transformational Leadership, Individual Adaptability, Human Resource.

1. Introduction

It is common knowledge that today's business environment is changing very fast, and it is getting faster and faster. Not only changes are getting faster, but also the characteristics are getting more and more volatile, more uncertain, more unclear in meaning, more complicated and disruptive. Changes like this cause the factors that contributed to past success often become irrelevant in the future, out of date or obsolete. Therefore, if it wants to continue to grow and develop in the future, a company is required to make more frequent or even continuous self-renewal efforts.

The pressure on individuals to adapt change-oriented behaviors and understand dynamic environments thereby increases. A major obstacle for leaders during organizational change entails their ability to convert attitudes and behaviors as rapidly as required by the organization. Moreover, the change process provides threats to employees' status quo, often accommodating resilient behaviors amongst workers. Thereupon, as few organizational change efforts tend to fail utterly, few tend to be significantly successful (Kotter & Schlesinger, 2008). Still, change has become inevitable due to the high-paced global, economic, and technological developments. Only embracing the necessity of continuous change can lead to business success (Cummings & Worley, 2014). Previous studies have emphasized the importance of strategic decision-making processes complementing autonomous action, leading to enhanced performance (Andersen, 2000).

Adaptive performance (AP) entails essential behaviors in order to understand and adapt to a developing workplace (Pulakos et al., 2000). Most organizations now seek to identify employees with adaptive abilities, as it enforces a number of positive organizational outcomes (Niessen et al., 2010). Indeed, leadership is likely to have an essential part in facilitating successful change processes (Kotter, 2007; Herold et al., 2008; in Bass & Riggio, 2006). Transformational leadership (TL) has been shown to foster positive emotions and attitudes towards change in the organization (Bass & Riggio, 2006), influencing several individual factors concerning organizational behavior (Charbonnier-Voirin et al., 2010). However, research on the role of transformational leadership in facilitating adaptive behavior has been neglected. We acknowledge the importance of exploring this relationship as dimensions of adaptive performance entail valuable capabilities aligning with behavior TL aims to foster (Pulakos et al., 2000).

A delegation of authority makes an employee feel appreciated as part of the organization and want to be operative in carrying out the authority consult with him. Thus, workers might try to defend the authority delegated to them by displaying a positive attitude in the accomplishment of the responsibilities and functions via effective utilization of the available resources in the organization.

(Kombo & Oloko, 2014) opined that delegation of authority improves performance in an organization. In studies of (Al-Jammal, I., Al-Khasawneh, J.A & Hamadat, 2015)

“It is not the strongest of the species that survives, nor the most intelligent. It is the one that is most adaptable to change.” - Charles Darwin

Companies often have to update various dimensions of their institutions, such as strategy, structure, systems, capabilities of leaders and members; sometimes even a company feels the need to update its Vision, Mission and Values.

As part of PT. PLN as a BUMN mandated by the Government to manage the development and electricity business in Indonesia, PT. Indonesia Power is currently facing various external and internal challenges.

External challenges come from various sources, including global pressure for PLN to accelerate the achievement of a larger portion of EBT in a short time, the Government's hope to achieve 100% of Indonesian people enjoying electricity, changes in the supplier structure due to the entry of the private sector and the public in the supply of electrical energy, demands for utilizing new technologies to improve the efficiency of electricity supply and distribution.

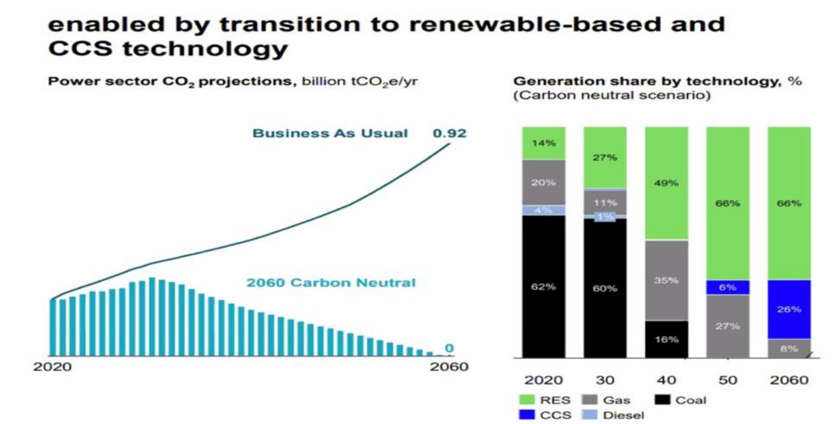


Figure 1. Generation share by technology.

However, trend of PLN Indonesia power market shared has decreased from 2003 until 2022.

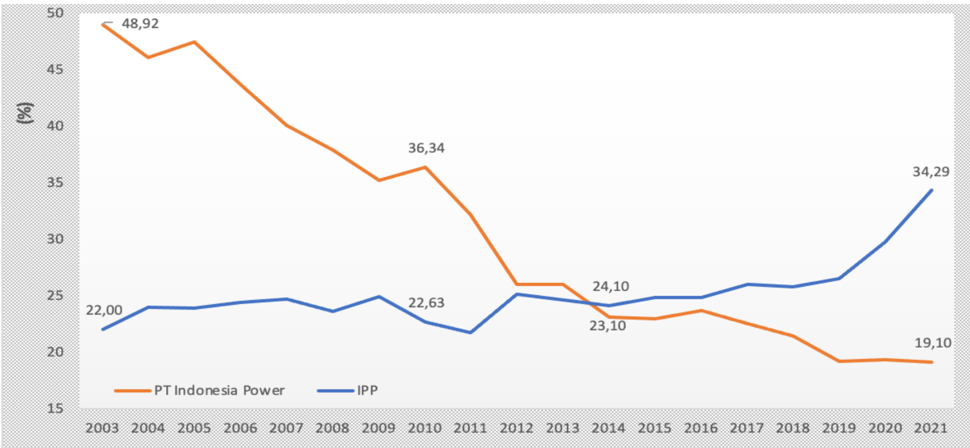


Figure 2. Trend of PLN Indonesia power market shared.

2. Literature Review

a. Individual Adaptability

Technological changes have perhaps been the most pervasive and dynamic of all recent changes. In the current era, nearly every work environment has become dependent upon computers. This, in itself, has required considerable adaptation from a generation of employees who grew up in a world without computers. thereby ensuring technological adaptation is a continual part of modern work (Hollenbeck & McCall, 1999).

The dramatic rise of globalism and organizations' continued expansion into foreign markets has led to a need to adapt to people with different cultures and languages (Cascio, 2003). There is a considerable amount of research that aims to define and explain adaptability and which characteristics make up an adaptable person (e.g., Boylan & Turner, 2017; Ployhart & Bliese 2006; Pulakos, Arad, Donovan, & Plamondon 2000; Junt, Shoss, & Huang 2014).

b. Individual Adaptability and Performance

Many leaders in organizations still believe that individuals who are high in adaptability perform better compared to those who are not. Furthermore, because technology is consistently changing and being invented for various uses, organizations are seeking out people who are going to be able to adapt and learn to use new technology easily (Huang, Ryan, Zabel, & Palmer, 2014).

A significant finding from the research was that project managers are adaptable despite its absence from the main project management standardised competencies in both knowledge and performance. This research extends Pulakos et al. (2000) taxonomy of adaptive performance by statistically validating the pres- ence of uncertain and unpredictable work situations as a dimension found in project managers. Other notable findings found justifications for combining handling emergencies or crisis situations and handling work stress as one dimension, and the inclusion of an additional dimension for demonstrating leadership performance (Ellen Mc Loughlin, Anushree Priyadarshini, 2021).

c. Delegation Authority

The research suggests that delegation of decision rights and trust are important drivers of … performance. The study offers a new perspective on the relationship between formal governance through decision rights delegation and trust. Based on the embeddedness view, trust is a facilitator of information sharing, joint problem solving and delegation of decision rights in franchise networks, thereby increasing the positive performance effect of decision rights delegation (Marc Herz, Clemens Hutzinger, Haris Seferagic, & Josef Windsperger, 2016).

d. Delegation Authority And Individual Performance

The results from that study demonstrated that employee with high intrinsic motivation tend to be more responsible in job attributed finally ends up by performing better, in another hand the employee with low intrinsic motivation is less engaged to the job. This explains that at Burundi Tea Company, employees perceive delegation of authority has a significant effect on their levels of performance. For that, employee delegated for being in charge of any level of the company or get any responsibility for others seem to be more motivated and strive to increase the performance of the company (Eric Irakoze & Kashosi Gad David, 2019).

Effective delegation provides psychological empowerment and a collaborative, co-ordinated and comprehensive managerial technique for motivating and evaluating employees over their performance. It enhances self- confidence and reduces power distance necessary for employees to seek performance feedback from managers. 90 respondents participated in the study conducted through the exploratory research design and the result showed positive relationship between effective delegation and employee performance (John Nkeobuna Nnah Ugoani 2019).

The managers rely on delegation of authority on the abilities and skills of employees and their participation in solving problems and administrative decisions. Also encourages the delegation of authority in the routine administrative work, as well as the delegation of administrative authority increases the motivation of employees and the completion of work on time (Tayseer Said Zatar , 2018).

e. Delegation Authority And Individual Adaptability

Risk-taking did not show the typical correlations with the entrepreneurial variables as in the general entrepreneurship literature (e.g., Hisrich et al., 2007; Nieß & Biemann, 2014; Stewart & Roth, 2001) was surprising as entrepreneurs are typically seen as risk-takers. It might be fruitful to delve into this topic in future refugee studies, particularly as there is such an increased interest in unlocking the entrepreneurial spirit in migrants and refugees (Baycan-Levent & Nijkamp, 2009).

Proactive personality was found to moderate the positive relationship between career competencies and career adaptability, with this relationship being stronger amongst employees with less proactive personalities. However, proactive personality insignificantly affected career adaptability (Ahmed Khamis AlKhemeiri, Khalizani Khalid and Norwahida Musa, 2020).

f. Transformational Leadership

Recent research has focused on leadership at multiple levels, including top managers, mid-level managers, and even influential employees, as they serve as change agents and role models for employees during uncertain circumstances (Stouten et al., 2018). Transformational leadership also increase positive attitudes towards organizational changes (Seo et al., 2012; in Agote et al., 2016), as well as creative problem solving and performance (Mahmood et al., 2019), inducing an interest to examine its effect on different dimensions of individual AP.

The theory of TL was initially developed by Burns (1978), emphasizing the importance of meeting follower needs and desires through behavioral patterns creating new solutions, and a good organizational climate (Ghasabeh et al., 2015). A globalized business environment in constant change puts pressure on leaders' roles to create a shared and inspiring vision for the organization in line with developing environments. Leadership has for a long time been characterized as a social exchange relationship between leaders and followers, recognizing a need to include followers' affective involvement. A study presented by Ghasabeh et al. (2015), argues how TL recognizes the critical role of employees' attitudes and values towards participating and supporting change at organizational levels.

g. Transformational Leadership and Individual Performance

Theoretically, work satisfaction has a relationship with work performance. Hettiarachchi and Jayaeathua (2014) stated that an individual with a high level of organizational commitment will show positive behavior toward the organization, give the best they can, sacrifice, and have a high level of loyalty to the organization, and also have a willingness to stay in the organization. This means that the individual with a high level of organizational commitment makes an effort to show excellent achievement (high level of work performance). On the other hand, an individual with a low level of organizational commitment tends to show no care and irresponsibility to accomplish the work (low level of work performance).

In some previous research, the variable of transformational leadership is stated to be able to positively impact some out- put of human resources in an organization. Through this study, the explanation and confirmation of this case strengthen the existing concept. The other variables used in this study include work satisfaction, organizational commitment, and work performance… (Anis Eliyana, Syamsul Ma'arif, Muzakki, 2019).

Through charisma, inspirational motivation, intellectual stimulation, and individualized consideration, transformational leaders create an environment where employees develop a sense of organizational identification and have a more positive leader-member exchange relationship. Also, employees should be more effective in the organization, more satisfied, and more productive (Neuza Ribeiro, İlhami Yücel, Daniel Gomes, 2018).

Transformational leadership is a leadership style focused on inspiring, encouraging, and leading by example while developing individual followers' potential. In the present study, the extent to which followers perceived their leader acting in a transformational way was positively related to followers' job satisfaction and their perceptions of their collective performance. Moreover, transformational leadership is also negatively associated with conflict in the workplace. In turn, the conflict has negative effects on both satisfaction and performance. In the present study, we sampled a team of highly qualified experts performing closely together (i.e., orchestra musicians). We used musicians' self-reports to understand the roles of relationship and task conflict as possible mediators of how followers' perceptions of leaders' transformational leadership are related to followers' job satisfaction and collective performance. (Jana Kammerhoffa, Oliver Lauensteina, Astrid Schützа*, 2019).

h. Transformational Leadership and Individual Performance

The relationship between transformational leadership and innovative work behavior was moderated by trust and uncertainty avoidance in such a way that transformational leadership had the strongest positive relationship with creative work behavior when trust and uncertainty avoidance were both high (Bilal Afsar and Mariam Masood, 2017)

Many academics and scholars have found that transformational leadership is particularly effective in promoting employees' innovative work behavior. Still, it has been suggested that the relationship between transformational leadership and creative outcomes is dependent on a host of factors and therefore is likely to be more complicated than previously thought (e.g., Afsar, Badir, & Bin Saeed, 2014; Pieterse, van Knippenberg, Schippers, & Stam, 2010; Reuvers, Van Engen, Vinkenburg, & Wilson-Evered, 2008).

This study adapted uncertainty avoidance in individuals from a social perspective, according to which it is the degree to which individuals generally have psychological comfort under ambiguous, uncontrollable, and uncertain situations at the societal level. It defines that when faced with conflicting situations, unknown risks, bad ideas, or unexpected results, how society helps individuals avoid such problems by establishing formal rules, providing more excellent career stability, not tolerating deviant thoughts and behaviors, creating an environment of trust and empowerment, and believing in more excellent optimal experiences and perceptions of self-efficacy, and lower anxiety (Hofstede, 1980, p. 49).

3. Research Design and Methodology

I develop an example of a framework to investigate delegation authority and transformational leadership with individual performance and the mediating effect of individual adaptability (see figure 3)

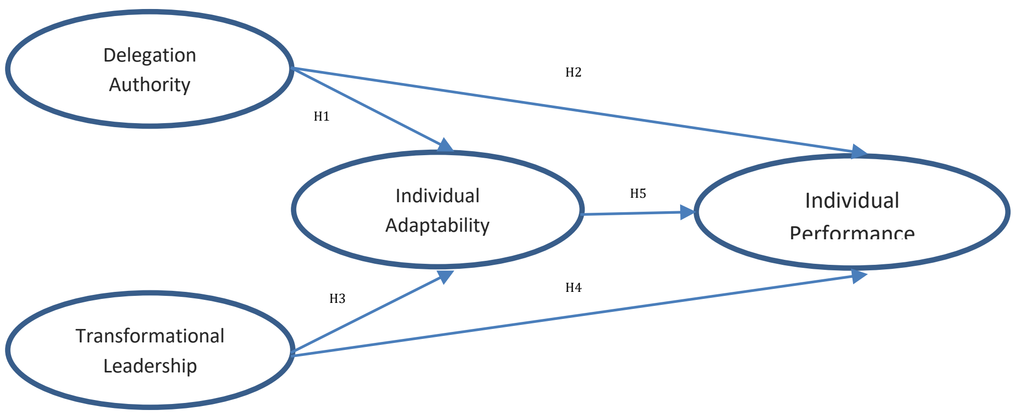


Figure 3. delegation authority and transformational leadership with individual performance and the mediating effect of individual adaptability.

Research Hypotheses

H1: Delegation authority has a positive and significant effect on individual performance.

H2: Delegation authority has a positive and significant effect on individual adaptability.

H3: Transformational leadership has a positive and significant effect on individual performance.

H4: Transformational leadership has a positive and significant effect on individual adaptability.

H5: Individual adaptability has a positive and significant effect on individual performance

4. Conclusion

This research is expected to be useful for companies to understand the influence of delegation authority and transformational leadership on individual performance. It is argued that to accelerate company objectives, there is the mediating effect of individual adaptability. The company will have a framework that will be used in employee adaptability and leadership program developments to improve their performance. The company will have a framework as a consideration that will be used in employee adaptability and leadership program developments to enhance their performance.

References

Afsar, Badir, & Bin Saeed, (2014), Transformational leadership and innovative work behavior, Industrial Management & Data Systems Vol. 114 No. 8, 2014 pp. 1270-1300

Ahmed Khamis AlKhemeiri, Khalizani Khalid and Norwahida Musa, (2020). The role of career competencies and proactive personality in early-career employee career adaptability. European Journal of Training and Development.

Anis Eliyana, Syamsul Ma'arif, Muzakki, (2019). Job satisfaction and organizational commitment affect transformational leadership toward employee performance—European Research on Management and Business Economics.

Bilal Afsar and Mariam Masood, (2017). Transformational Leadership, Creative Self-Efficacy, Trust in Supervisor, Uncertainty Avoidance, and Innovative Work Behaviour of Nurses. The Journal of Applied Behavioral Science 1–26.

Ellen Mc Loughlin, Anushree Priyadarshini (2021). Adaptability in the workplace: Investigating the adaptive performance job requirements for a project manager. Project Leadership and Society 2 (2021) 100012.

Eric Irakoze & Kashosi Gad David (2019). Linking Motivation to Employees' Performance: the Mediation of Commitment and Moderation of Delegation Authority. International Business Research; Vol. 12, No. 9; 2019 ISSN 1913-9004 E-ISSN 1913-9012.

Hamdan Rasheed Al-Jammal, Akif Lutfi Al-Khasawneh, Mohammad Hasan Hamadat, (2015). The impact of the delegation of authority on employees' performance at great Irbid municipality: case study. International Journal of Human Resource Studies ISSN 2162-3058 2015, Vol. 5, No. 3.

Huang, J. L., Ryan, A. M., Zabel, K. L., & Palmer, A. (2014). Personality and adaptive performance at work: A meta-analytic investigation. Journal of Applied Psychology 2014, Vol. 99, No. 1, 162–179.

Isabel Buil, Eva Martínez, Jorge Matute (2019). Transformational leadership and employee performance: The role of T identification, engagement, and proactive personality. Journal of Organizational Behavior, J. Organiz. Behav.

John Nkeobuna Nnah Ugoani 2019). Effective Delegation and Its Impact on Employee Performance. International Journal of Economics and Business Administration Vol. 6, No. 3, 2020, pp. 78-87

Jundt, D. K., Shoes, M. K., & Huang, J. L. (2015). Individual adaptive performance in organizations: A review. Journal of Organizational Behavior. Psicothema, vol. 30, no. 1, 2018.

Lisbona, A., Palaci, F., Salanova, M., & Frese, M. (2018). The effects of work engagement and self-efficacy on personal initiative and performance. Psicothema, vol. 30, no. 1, 2018.

Marc Herz, Clemens Hutzinger, Haris Seferagic, and Josef Windsperger (2016). Trust, Decision Rights Delegation, and Performance—The Case of Franchising. Journal of Small Business Management 2016 54(3), pp. 973–991.

Neuza Ribeiro, İlhami Yücel, Daniel Gomes, (2018). How Transformational Leadership predicts Employees' Affective Commitment and Performance. International Journal of Productivity and Performance Management

Obschonka, Martin, Hahn, Elisabeth, & Bajwa, Nida ul Habib (2018). Personal agency in newly arrived refugees: The role of personality, entrepreneurial cognitions and intentions, and career adaptability. Journal of Vocational Behavior, 105, pp. 173-184.

Robert E. Ployhart and Paul D. Bliese (2006). Individual adaptability (I-ADAPT) theory: conceptualizing the antecedents, consequences, and measurement of individual differences in adaptability

Talsma, K., Schüz, B., Norris, K., & Schwarzer, R. (2018). I believe, therefore, I achieve (and vice versa): A meta-analytic cross-lagged panel analysis of self-efficacy and academic performance. Learning and Individual Differences. Research Quarterly for Exercise and Sport, 87(1), 36–46.

Tayseer Said Zatar , 2018. Effect of delegation of authority (financial, administrative) on the performance level of employees: a field study with banks in the kingdom of Saudi Arabia. Asian Journal of Management Sciences & Education Vol. 7(4)

Wright, B. J., O'Halloran, P. D., & Stukas, A. A. (2016). Enhancing self-efficacy and performance: An experimental comparison of psychological techniques. Research Quarterly for Exercise and Sport. Research Quarterly for Exercise and Sport 87(1), 36-46.

https://web.pln.co.id/statics/uploads/2021/10/ruptl-2021-2030.pdf accessed on September 21st ,2022

https://www.plnindonesiapower.co.id/reports/annual-report accessed on August 11st ,2022

CHAPTER 2

Intention To Buy Non-Prescription Medicine Via E-Health Platform Using TPB Theory With Product Knowledge As Moderator: A Case Study On Alodokter

Fathur Bhakti NUGRAHA
IPMI International Business School
fathur.nugraha@ipmi.ac.id
Orcid: 0000-0002-1231-568X

Dr. Ir. Amelia Naim INDRAJAYA
Sekolah Tinggi Manajemen IPMI
Amelia.naim@ipmi.ac.id
Orcid: 0000-0001-9021-902X

ABSTRACT

The Covid-19 that has occurred has accelerated technological developments and behavioral changes in various fields, including technology and health. Many businesses are forced to shift from offline to online in order to continue to survive and thrive. Health platforms are increasingly mushrooming along with increasing public awareness and need for health technology, Alodokter is one of them. This study uses Alodokter, which is one of the digital health initiator platforms in Indonesia with a number of users reaching 5 million people. The new normal situation of Covid-19 has made online product sales increase sharply, including sales of non-prescription drugs sold officially by health platforms such as Alodokter. This study aims to measure the intention to buy non-prescription medicine via e-health platform using TPB theory with product knowledge as moderator. The variables are product knowledge, personal attitude, perceived social pressure, perceived autonomy, and purchase intention. The limitation in this study, does not compare intentions before the Covid-19 situation. The population is Indonesian people who have used the Alodokter platform, with a sample of 150 people using a questionnaire. The implications of this research are not only limited to Alodokter, but also have an impact on other health platforms to be able to increase the quality and public trust in purchasing non-prescription drugs easily.

Keywords: *Non-prescription Drugs, Electronic Health Platform, Intention*

INTRODUCTION

Kemendagri through the Directorate Jenderal Dukcapil has just released Population Data for the Second Semester of 2021 on December 30. It is known that the total population of Indonesia is 273,8 Million people (Dukcapil, 2022). Indonesia is the largest pharmaceutical market share in the ASEAN region, reaching 27.8% of the total ASEAN market share or reaching USD 5.93 billion in 2014. The trend of the total market share of the pharmaceutical sector in Indonesia has increased from Rp. 65.9 trillion in 2016 to Rp. 88.36 trillion in 2019.

The increase in the pharmaceutical market was also driven by the response to the handling of the COVID-19 pandemic. Total cumulative spending on COVID-19 vaccines through 2025 is estimated at USD 157 billion, driven by the initial wave of vaccination implementation expected to be completed by 2022 (Kemenperin, 2021). Real evidence of the increase in the pharmaceutical industry can be seen in one of the state-owned companies Kimia Farma which grew + by 4.52%, and also experienced an increase in market share from 2.79% to 3.15% of the total pharmaceutical market of Rp. 84.5 Trillion in Q4 2020 (Idx, 2020).

1. BACKGROUND

The global outbreak of the coronavirus pandemic (COVID-19) has forced many industries to switch to remote work to prevent the spread of the infectious disease. As direct personal contact falls by the wayside, consumer purchasing behavior has rapidly shifted to online media. Thus, the pandemic helped accelerate the development of digital infrastructure in many industries. (Kim, 2020). For example, organizations have developed cloud-based IT infrastructures to exploit new opportunities to provide contacts or contact services through mobile software, video conferencing, enhanced telemedicine, e-learning, telecommuting, and mobile events. (Xiao and Fan, 2020).

A study by Zeng et al. (2020) reported that, as infectious COVID-19 persists, contactless services using advanced technologies are likely to infiltrate people’s daily lives. Other studies show that the pandemic has brought new opportunities to the service sector as the digitalization of operational processes has accelerated (Bestsennyy et al., 2020; Diebner et al., 2020; Fortwengel, 2020; Fowkes et al., 2020; Kim, 2020). In particular, e-shopping is experiencing an unexpected renaissance due to the rapid spread of contactless consumption habits, which were previously considered the exclusive lifestyle of the millennial generation, but are now constantly seen in other generational groups as well (Lee, 2020).

The health sector is no exception. In the digital age, many hospitals and care providers have actively sought innovation in contactless services and operational processes to improve productivity and organizational agility (Lee, 2020).

Alodokter is one of the digital transformations of medical and health services. This study uses Alodokter, which is one of the digital health initiator platforms in Indonesia with several users reaching 5 million people. The new normal situation of Covid-19 has made online product sales increase sharply, including sales of non-prescription drugs sold officially by health platforms such as Alodokter. (Website Alodokter, 2022)

Based on research conducted by (Ajilore et.al., 2019; Al-Haddad et.al., 2014) states that product knowledge can significantly increase consumers' attitudes toward pharmaceutical drugs and consumer behavior toward the pharmaceutical drug. The level of community product knowledge is still low and product knowledge regarding drugs is still quite difficult to understand and find so according to (Roth, 1996; Interactive, H. 2007) large numbers of people are not very confident in their knowledge and the safety of prescription medications and this often leads to non-adherence. It can be concluded that not a few people still have minimal product knowledge about medicines.

This study aims to measure the intention to buy non-prescription medicine via an e-health platform with product knowledge as the moderator. The variables are product knowledge, personal attitude, perceived social pressure, perceived autonomy, and purchase intention. The implications of this research are not only limited to Alodokter but also have an impact on other health platforms to be able to increase the quality and public trust in purchasing non-prescription drugs easily.

2. METHODS

The following will describe in more detail the relationship between variables based on the studies that have been conducted.

2.1 Personal Attitude and Intention

The experience with GDs influences consumers' shopping attitudes in a positive way toward buying intention. (Ferreira et.al, 2017). Based on previous research on product purchase intentions in developing countries, one of the most important influencers of consumer purchase intention was an attitude (Wang et al., 2019). Also, a recent study conducted during the global health crisis reported that consumer attitude significantly influenced purchase intention (Latip et al., 2020). Consumers' positive belief can change attitude and is important for intention (Periyayya et al., 2016). Information about the product would also influence consumer preferences (Adawiyah et al., 2021). Thus, personal attitudes must be viewed in a new normal context to examine the transformation of individual perceptions into positive or negative actions. This is also supported by previous studies, as the attitude affects the consumer's consumption values and the consumer purchase intention toward the product (Paço et al., 2019). Thus, the following hypotheses were proposed:

H1: Personal attitude positively affects consumer purchase intention.

2.2 Perceived Social Pressure and Intention

Perceived social pressure reflects the social influence of an individual who guides intentions, whereby social obligations would influence certain performance behaviors in mind (Ajzen, 2020). Based on previous studies, the relationship between subjective norms and consumers' desire to buy a product was revealed (Wang et al., 2019). This is also supported by previous research, as family, friends, colleagues, and other environmental factors, including social media, significantly influence the purchase intention of a product (Nguyen and Truong, 2021). In addition, perceived social pressure significantly influenced consumers' purchase intentions during global health crises (Latip et al., 2020). The social understanding of individuals was higher in a collectivist country due to social adaptation. Because the spread of the COVID-19 virus is easy, communities have concerns about health factors and the pandemic (Latip et al., 2020). Thus, the following hypotheses were proposed:

H2: Perceive social pressure positively affects consumer purchase intention.

2.3 Perceived Autonomy and Intention

Perceived autonomy reflects an individual's ability to act based on interest, value, and ability to perform a specific behavior. It was shown that high decision autonomy corresponded to high purchase intentions of products (Latip et al., 2020). In addition, previous researchers found that perceived behavioral control had a positive effect on purchase intention and consumption (Auroomooga Putten and Nair, 2019; Maichum et al., 2017; Yzer, 2017). However, Zhu (2018) reported an insignificant relationship between perceived behavioral control and purchase intentions. Therefore, this study had to examine the perceived autonomous variables of the characteristics of individuals, as suggested by Qi and Ploeger (2019). Thus, the following hypotheses were proposed:

H3: Perceived autonomy positively affects consumer purchase intention.

2.4 The Moderating Role of Product Knowledge

Product knowledge can influence consumer decisions in the new normal situation of the COVID-19 pandemic. In addition, retailers should emphasize labeling, logo, and packaging requirements to educate and reassure customers and increase consumer confidence. and rely on purchase intention (Prentice et al., 2019). Product knowledge and information sharing were critical to building consumer confidence in the product. Product information significantly influences consumer preferences and awareness of the product (Adawiyah et al., 2021). In the current health situation, marketers should be more aware of the factors that influence the purchase of products by consumers. According to a recent study, product information during global health crises influenced consumer attitudes and trust in the product regarding safety, hygiene, and health (Latip et al., 2020). It has been observed that product knowledge can potentially influence the perceived social pressure and autonomy of consumers because thought processes support individual ways of thinking, perceived pressures, and priorities in decision-making. This is supported by previous research, as increased awareness usually affects the intention to purchase a product (Wang et al., 2019). During the current COVID-19 pandemic, product knowledge may have influenced consumers' perceptions of maximizing physical health and minimizing disease risks (Latip et al., 2020; Sajed and Amgain, 2020). Thus, the following hypotheses were proposed:

H4: Product knowledge moderates the relationship between personal attitude, perceived social pressure, perceived autonomy, and purchase intention.

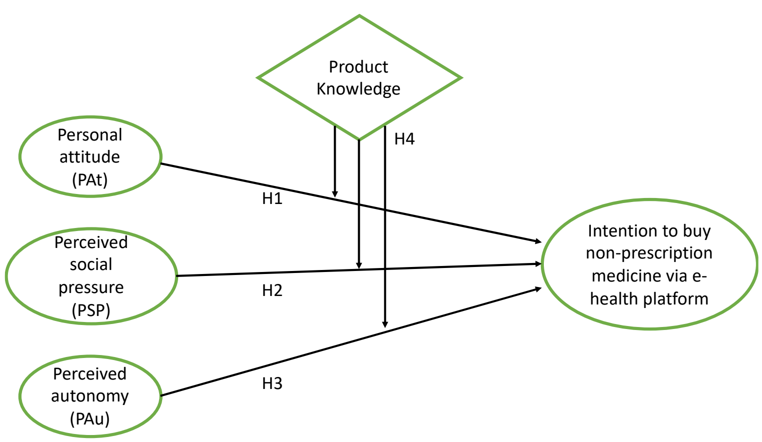


Figure-1: Framework Models

Source: Nugraha & Indrajaya, 2022

All these studies are supporting the argument that the theory of planned behavior can be useful to predict consumer intention to buy non-prescription medicine via an E-health platform. Product knowledge as a moderating role in the theory of planned behavior, especially between personal attitude and intention, between perceived social pressure and intention, then between perceive autonomy and intention to buy non-prescription medicine via the E-health platform among Alodokter's users will be the novelty of this study. Thus, the following hypotheses were proposed:

- H1: Personal attitude positively affects consumer purchase intention.
- H2: Perceive social pressure positively affects consumer purchase intention.
- H3: Perceived autonomy positively affects consumer purchase intention.
- H4: Product knowledge moderates the relationship between personal attitude, perceived social pressure, perceived autonomy, and purchase intention.

The sampling technique used is non-probability purposive sampling, defines a process where the researcher uses their judgment to select a group of people who knows about the problem. This type of sampling technique is convenient and cost-effective (J.F. Hair, 2003). In non-probability sampling, the respondent has no known or predefined likelihood of being chosen as a sample subject in non-probability sampling (Bougie & Sekaran, 2016). In purposive sampling, the respondents have been selected with the following criteria: 1) Domiciled in Greater Jakarta; 2) Have worked and have their income; 3) Have an age range of 20-40.

The research technique is using a quantitative approach in this research. The hypotheses are Personal attitude positively affects a consumer’s purchase intention, perceived social pressure positively affects a consumer’s purchase intention, perceived autonomy positively affects a consumer’s purchase intention, Product knowledge moderates the relationship between personal attitude, perceived social pressure, perceived autonomy, and purchase intention. The population is Indonesian people that have used the Alodokter platform, this study will conclude with a minimum of 150 people. Data collection uses questionnaires with 3 sections (profile, primary survey, and additional info). The measurement uses a Likert scale through sets on a six points scale. The researchers used SPSS and Smart PLS-SEM to translate the quantitative data collected from the respondents.

3. RESULT AND DISCUSSION

Based on the results of a study conducted by (Veybitha, 2021) regarding the factors that influence online purchase intentions in general context, it can be concluded that the main factors affecting online purchases are the level of security, risk, convenience, and accuracy of delivery. Security includes security in personal data that is not easily hacked. The risks associated with damage to goods. Convenience with regard to the order process and payment system. Delivery accuracy, the time needed is not too long. However, the case is quite special in purchasing medicine via online. The decision to buy drugs is not only based on the several factors mentioned earlier.

Researchers found that purchase intention can be influenced by attitude towards online shopping (Lee et al. 2011). For instance, by conducting an empirical study with 327 blog readers from Taiwan, Hsu et al. (2013) found that consumers who have a positive attitude towards online shopping will have higher purchase intention. Several previous studies stated a positive relationship between personal attitude and purchase intention. Therefore, continuous improvement is needed in the reliability and convenience of the platform to form the best experience to increase intention to buy drugs online.

Bonera, (2011) & Clemes et al., (2014) have conducted research and stated that there is a positive relationship between perceived social pressure and purchase intention. Therefore, it is necessary for pharmaceutical companies to carry out marketing that is more influencing, so that there is an increase in intention to buy the products offered.

Based on research conducted by Laohapensang, (2009) & Wang et al., (2007), Perceived Autonomy has a significant impact on increasing purchase intention. Therefore, for E-health it is also necessary to continue to review the convenience and comfort in the consumer experience in buying drugs online, so that even those who have never bought drugs do not feel worried the first time they buy drugs online, which will increase usage traffic. E-health and indirectly have an effect on increasing sales of non-prescription drugs online.

Gatautis et al. (2014) find an impact of both product price and product knowledge on online purchase intention. As I mentioned earlier, the decision to buy medicine is not based solely on a number of factors in general online shopping. Even in the decision to purchase drugs offline, knowledge about drugs is still taboo for the majority of people. The lack of education about medicines makes some people tend to let their illnesses heal on their own, and some even abuse drugs. Therefore, the product knowledge factor offered by pharmaceutical companies and the Alodokter platform or other health platforms is very important to significantly moderate the intention to buy non-prescription medicine online.

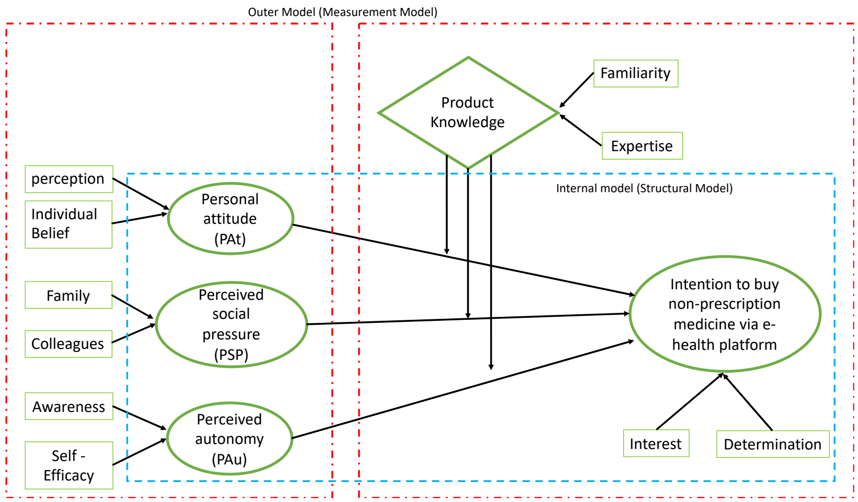


Figure-2: Advanced Conceptual Models

Source: Nugraha & Indrajaya, 2022

Thus, the advanced conceptual models by the Author and Previous Research elaboration.

- Personal attitude is affected by perception and individual belief.
- Perceived social pressure (PSP) is affected by family and colleagues.
- Perceived autonomy is affected by awareness and self-efficacy.
- Product knowledge is affected by familiarity and expertise.
- Intention is affected by interest and determination.

CONCLUSION

According to several previous study, as the moderator product knowledge will be significantly impact the intention to buy non-prescription medicine directly from E-Health platform, which from a business perspective will have an impact on increasing company sales and health platform traffic. This study need more empirical data to be proven.

Limitation

The conceptual model created only refers to previous research or literature analysis.

Recommendation

Pharmaceutical companies and e-health platforms must further facilitate the public in obtaining an understanding of non-prescription drugs, ease of use of e-health platforms, and convenience of experience in shopping via online. This conceptual research furthermore need the empirical data study to be proven, validate, and connect to the variables.

REFERENCES

Adawiyah, R., Najib, M., & Ali, M. M. (2021). Information effect on organic vegetable purchase interest through consumer preferences and awareness. Journal of Asian Finance, Economics, and Business, 8(2), 1055–1062. https://doi. org/10.13106/jafeb.2021.vol8.no2.1055

Ajilore, K., Ojo, O. T., & Onyenankeya, K. 2019. Perception of Direct-To-Consumer Pharmaceutical Drug Advertising in Nigeria. MALAYSIAN JOURNAL OF CONSUMER AND FAMILY ECONOMICS. 23. 100-122

Ajzen, I. (2020). The theory of planned behavior: Frequently asked questions. Human Behavior and Emerging Technologies, 2(4), 314-324.

Al-Haddad, M., Hamam, F. & Al-Shakhsir, S. (2014). General public knowledge, perceptions, and practice towards pharmaceutical drug advertisements in the Western region of KSA. Saudi Pharmacy Journal, 22(2),119–126. DOI: 10.1016/j.jsps.2013.03.002. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3950503/

Auroomooga Putten, Y. Y., & Nair, P. B. (2019). Green food product purchase intention: Factors influencing Malaysian consumers. Pertanika Journal of Social Science and Humanities, 27(2), 1131–1144.

Bestsennyy, O., Gilbert, G., Harris, A., Rost, J., 2020. Telehealth: A Quarter-Trillion-Dollar Post-COVID-19 Reality? McKinsey & Company.

Diebner, R., Silliman, E., Ungerman, K., Vancauwenberghe, M., 2020. Adapting Customer Experience in the Time of Coronavirus. McKinsey & Company.

Ferreira, V. L., da Veiga, C. R. P., Kudlawicz-Franco, C., Scalercio, P., Ramires, Y., Pontarolo, R., ... & da Veiga, C. P. (2017). Generic drugs in times of economic crisis: Are there changes in consumer purchase intention?. Journal of Retailing and Consumer Services, 37, 1-7.

Fortwengel, J., 2020. Coronavirus: Three Ways the Crisis May Permanently Change Our Lives. The Conversation. March 19. https://theconversation.com/Coronavirusvir us-three-ways-the-crisis-may-permanently-change-our-lives-133954. accessed 04.10.2022.

Fowkes, J., Fross, C., Gilbert, C., Harris, A., 2020. Virtual Health: a Look at the Next Frontier of Care Delivery. McKinsey & Company.

Interactive, H. (2007). Large numbers of people are not very confident in their own knowledge and the safety of prescription medications and this often leads to non-adherence. Healthcare News, 7(5).

Kim, S., 2020. South Korea bets On 'Untact' For the Post-Pandemic Economy. Bloomberg Businessweek. https://www.bloomberg.com/news/articles/2020-06-10/south-ko rea-untact-plans-for-the-post-pandemic-economy. accessed 25.10.2022.

Latip, M. S. A., Newaz, F. T., Ramasamy, R., Tumin, S. A., & Noh, I. (2020). How do food safety knowledge and trust affect individual's green considerations during the COVID-19 pandemic in Malaysia? Malaysian Journal of Consumer and Family Economics, 24, 261–285.

Lee, D., Lee, D., 2020. Healthcare service justice and community engagement in crisis situation: focusing on failure cases in response to COVID-19. J. Korea Serv. Manag. Soc. 21 (2), 293–312.

Maichum, K., Parichatnon, S., & Peng, K. (2017). Developing an extended theory of planned behavior model to investigate consumers consumption behavior toward organic food: A case study in Thailand. International Journal of Scientific & Technology Research, 6(1), 72–80. https://doi.org/10.3390/ su8101077

Nguyen, D. T., & Truong, D. C. (2021). The impact of psychological and environmental factors on consumers' purchase intention toward organic food: Evidence from Vietnam. Journal of Asian Finance, Economics and Business, 8(1), 915–925. https://doi. org/10.13106/jafeb.2021.vol8.no1.915

Paço, A. do, Shiel, C., & Alves, H. (2019). A new model for testing green consumer behaviour. Journal of Cleaner Production, 207, 998–1006. https://doi.org/10.1016/j.jclepro.2018.10.105

Periyayya, T., Nair, G. V., Shariff, R., Roland, Z., & Thanaseelan. (2016). Young adult Malaysian consumers' attitude and purchase intentions of CSR supported grocery brands. SEARCH: The Journal of the South East Asia Research Centre for Communications and Humanities, 8(1), 56–77. http://search. taylors.edu.my/documents/journals/2016-8-1/SEARCH-2016- 8-1-J4.pdf

Prentice, C., Chen, J., & Wang, X. (2019). The influence of product and personal attributes on organic food marketing. Journal of Retailing and Consumer Services, 46, 70–78. https://doi. org/10.1016/j.jretconser.2017. 10.020

Qi, X., & Ploeger, A. (2019). Explaining consumers' intentions towards purchasing green food in Qingdao, China: The amendment and extension of the theory of planned behavior. Appetite, 133, 414–422. https://doi.org/10.1016/ j.appet.2018.12.004

Roth, M. S. (1996). Patterns in direct-to-consumer prescription drug print advertising and their public policy implications. Journal of Public Policy & Marketing, 15(1), 63-75.

Sajed, A. N., & Amgain, K. (2020). Corona virus disease (COVID-19) outbreak and the strategy for prevention. Europasian Journal of Medical Sciences, 2(1), 1–4. https://doi. org/10.46405/ejms.v2i1.38

Saunders, M. N., Lewis, P., Thornhill, A., & Bristow, A. (2015). Understanding research philosophy and approaches to theory development.

Wang, X., Pacho, F., Liu, J., & Kajungiro, R. (2019). Factors influencing organic food purchase intention in Tanzania and Kenya and the moderating role of knowledge. Sustainability (Switzerland), 11(209), 1–18. https://doi.org/10.3390/su11010209

Xiao, Y., Fan, Z., 2020. 10 Technology Trends to Watch in the COVID-19 Pandemic. World Economic Forum April. https://www.weforum.org/agenda/2020/04/10-tech nology-trends-coronavirus-covid19-pandemic-robotics-telehealth/. accessed 04.10.2022.

Yzer, M. (2017). Theory of reasoned action and theory of planned behavior. The International Encyclopedia of Media Effects, 1–7. https://doi.org/10.1002/9781118783764.wbieme0075

Zeng, Z., Chen, P., Lew, A., 2020. From high-touch to high-tech: COVID-19 drives robotics adoption. Tourism Geographies 22 (3), 1–11 https://doi.org/10.1080/ 14616688.2020.1762118. accessed 04.10.2022.

Zhu, Y. (2018). Using the theory of planned behavior to investigate what influences Chinese intention to purchase organic food. China-USA Business Review, 17(6), 324–333. https://doi. org/10.17265/1537-1514/2018.06.006

CHAPTER 3

Descriptive Analysis of Interpersonal Communication in Teaching and Learning Activities between Teachers and Students in the Process of Developing Children's Character "BKB Paud Tunas Muda"

Nurul Haniza
Department of Communication,
Sahid University Jakarta
(hanizanurul6@gmail.com)
Orchid : 0000-0002-0832-3723

Bunga Aliyah Ananda
Department of Communication,
Sahid University Jakarta
(bungaaliyahbii@gmail.com)
Orchid : 0000-0002-0832-3723

ABSTRACT

Interpersonal communication applied in the teaching and learning process is used as a deepening of the character of each student. In a class, it will facilitate the process of transferring information between each member so that the teacher will more easily understand and explore the character of students to develop the potential of students and direct them to a better direction. The process of interpersonal communication does not only occur between teachers and students, but also occurs between students and other students. Formulation of the problem of how interpersonal communication in the process of developing children's character. The research method used is qualitative research, and the objects are teachers and parents. Interpersonal communication skills are described that "communication includes the meaning of conveying information (in the form of news, messages, knowledge, thoughts, values) to others, with the intention that the person participates, where the information ultimately belongs to the person who sent the information (communicator) and the person receiving the information (telling)". Interpersonal communication is applied in the teaching and learning process as a deepening of the child's character and then developing the potential of the student. BKB Paud Tunas Muda as an educational institution at the golden age of toddlers has made efforts to improve the quality of the nation's young generation, and the generation of parents. Through interpersonal communication that applies all learning methods BKB Paud Tunas Muda successfully carries out efforts to form children's character from an early age. In conclusion, the interpersonal communication process carried out by the BKB Paud Tunas Muda teachers is to develop the child's character gradually where the child does not understand there will be a process first. Where each child already has their own character, the teacher only redevelops the character of each child and will process it with positive characters.

Keywords: Interpersonal Communication, Bkb Paud Tunas Muda, Learning Activities, Character

INTRODUCTION

Communication is the basic movement of the individual. Communication is an important part that cannot be separated from individual activities such as social audiences. By communicating, people can connect with each other as in daily life at home, school, workplace, market, public or wherever the group is. No one is involved in the communication, we can call it communication and the process of conveying meaning.

Communication can be done in two ways, namely: directly, for example verbally or verbally, which makes it easier for both parties to understand. Indirectly, especially through certain means such as body language, handwriting, telephone, radio and others.

School is an obligation that must be carried out on every human being, especially those who are stepped on at the beginning, namely the PAUD (early childhood education) period. Basically PAUD includes the most basic education because the future development of children is largely determined by various meaningful stimuli given from an early age. Because schools are taught a lot of knowledge that we do not know. Especially we are taught how to communicate well and politely.

Of course, in school activities using direct communication, especially at the beginning of school, namely early childhood. That's very important, because where children are just starting school or golden age it is very valuable to use good communication, and of course directly.

In schools, teachers and students also use interpersonal communication, which means that interpersonal communication occurs between two or more people. Because the teachers also don't just teach one student where PAUD not only learns, but also plays with other teachers and students.

According to Kathleen S. Vrederber, quoted by Dedi Mulyana in her book The Science of Communication, explains that interpersonal communication is a process in which people create and manage relationships with others and are responsible for creating shared meaning.

From the understanding put forward as the experts above, it can be concluded that interpersonal communication is a type of communication that occurs and takes place in small groups between two or more people, with the aim of regulating connections. In this article, the communicator is the teacher and the communicant is the student. Interpersonal communication becomes very important because in human relations there is a dialogue process. Dialogue is a form of interpersonal communication relationship that shows the interaction between the communicator and the communicator.

Interpersonal communication in the teaching and learning process deepens the character of each student. In the classroom, facilitating news exchange steps between individual students, making it easier for teachers to understand and discover characters, then develop their skills and guide them in a better way.

The process of communicating with people occurs not only between teachers and students, but also between students. Along with the creation of interpersonal communication, students can get to know each other and get to know each other so that good communication is established.

Interpersonal communication is strongly influenced by self-concept about human behavior, the way we see ourselves and how others perceive and influence interactions with others. Interpersonal communication affects communication and relationships with other people. Interpersonal communication is the process of exchanging information between an individual and at least two people who can directly return it. If more people participate in communication, people's perception of communication events will increase, so the communication complex will increase.

The golden age is the most important period in the process of children's intelligence. The golden age is the vulnerable age of children 0 to 5 years, children are taught several types of basic education starting with talking, acting, playing, to learning easy lessons. This is so that the child can develop his mind and the basic intelligence he has had since his birth.

PAUD teachers must be able to provoke feedback from students, both verbal and nonverbal responses. Whatever the students do when the teacher enters the room and what the students will say, the teacher must be able to communicate it well. Communication skills are not limited to whether or not you speak well or how much you talk, but how an PAUD teacher can create good, fun and beneficial conversations for children.

Thanks to good communication between teachers and students, the teaching and learning process runs optimally. The dynamic interaction between teachers and students creates a dynamic learning atmosphere for early childhood children to be able to follow all the activities and lessons being taught. The interaction that exists in PAUD in the teaching and learning process is deepening the toddler's personality, stimulating intelligence and honing toddler's talents.

FORMULATION OF THE PROBLEM

Based on the description of the background of the problem above, the formulation of the problem is as follows: how is interpersonal communication in the process of developing children's character.

THEORETICAL FRAMEWORK

Interpersonal Communication

Interpersonal communication can be defined as the process of exchanging information between one person and at least an individual, or usually two people who know otherwise. Interpersonal communication is a process of establishing communication with other people. However, according to Wood (2010: 21) the best way to define interpersonal communication is to concentrate on what has happened and not based on the location or degree to which many people were involved.

Formulating the meaning of interpersonal communication can be done by studying the meaning of interpersonal. The word interpersonal comes from the prefix "inter" which means between and the word "person" which means "orang". Interpersonal communication usually occurs between two people.

Interpersonal communication is a form of informal communication and is direct or face-to-face communication. Poor interpersonal communication can usually lead to things that are not good and unwanted and can generally affect the relationship between individuals who are not safe.

Therefore, it is very important for humans to learn and seek interpersonal communication experiences in order to maintain the effectiveness of interpersonal communication itself. The more often a person engages in effective interpersonal communication, the more interpersonal relationships he builds. Interpersonal relationship is a relationship between two people who are interdependent and have a consistent pattern of communication. Interpersonal communication and interpersonal relationships are interrelated.

Interpersonal communication is the way people communicate with other people. Interpersonal communication focuses more on communication between individuals who exchange verbal and non-verbal messages to exchange ideas, exchange information, seek personal or personal information, and fulfill the needs given by the sender of the message to the recipient of the message. Interpersonal communication involves facts and is often carried out by people who know each other.

Interpersonal communication has it contains several important components, i.e. :

a. Origin or Sender, origin is someone who initiates communication to convey the message and confirm the content of the message.

b. The recipient is the recipient of the message on behalf of the sender. During communication, the presence of the sender and receiver is required.

c. The message is the third part. Messages or can be called orders are things that contain both oral and written actions provided by the sender of the message to the recipient.

d. Media in communication, the media acts as an intermediary that connects the sender of the message with the recipient of the message so that communication can flow smoothly.
e. Feedback Feedback is a reply or response provided by the sender and the receiver to each other. Feedback can include both uncertain and definite things.
f. Interference, communication barriers are those that can interfere with the communication process and block messages from sending to recipients.
g. Ethics, there is an important element of ethics that must be applied in communication. In communication, ethical rules are needed such as determining the speech of the message that needs to be conveyed to the recipient so that communication can run smoothly and effectively.

Interpersonal communication can be defined as the process of exchanging information between people. Of the seven (7) components the author can analyze that the source here is the teacher from BKB Paud Tunas Muda who started to open this communication giving a game entitled "Playing Color" in which the game is a component of the message. Students are required to receive messages from this teacher to answer them, so that the teacher also knows the responses or responses from students in the game and students who do not respond and respond. The communication media works well and is effective for connecting between teachers and students, the teachers also provide information using ethics and maintain good speech to students.

Purpose of Interpersonal Communication

Interpersonal communication has several meanings. The meaning of interpersonal communication is explained in Sunarto Aw's book, according to which interpersonal communication is action-oriented, a practice that is directed at certain meanings. The meaning of interpersonal communication varies, some of which are explained by Sunarto Aw in his book, including:

1. Expressing Concern for Others

One of the meanings of communication is admonishing, giving a smile, waving, bowing, asking communication partners, and so on. On the basis, the purpose of interpersonal communication is mostly to convey concern for others, to avoid people being seen as closed, cold and indifferent. If you look closely, people who communicate with the sole purpose of attracting the attention of others seem "just small talk".

2. Finding Yourself

Someone communicates interpersonally because they want to know and recognize their personal qualities based on the information conveyed to others. The saying goes: "The elephant is invisible under the eye", which means that it is not easy for a person to see his faults and shortcomings in himself, but he can easily find them in others. When a person communicates interpersonally with others, there is a way of learning from oneself and others. Interpersonal communication allows both parties to inform of their likes and dislikes.

3. Discovering the Outside World

Interpersonal communication makes it imperative to accept different information about other people, including emergency and current information. For example, interpersonal communication with doctors leads people to seek notifications about diseases and their treatment. To obtain information during interpersonal communication. This information can be recognized and found in the atmosphere of the outside world as yet unknown.

4. Building and Maintaining Harmonious Relationships

As social beings, one of the greatest needs is to establish and maintain good relationships with others. Humans cannot live alone, they must cooperate with others. The more friends you can work with, the smoother it will be to carry out activities that are part of daily life. On the other hand, having only one person as an enemy might be a hindrance. Therefore, everyone spends a lot of time on interpersonal communication, the purpose of which is to build and maintain social relationships with other people.

5. Influencing Attitudes and Behavior

Interpersonal communication is a process where a person conveys a message to another person to inform or change attitudes, opinions or behavior, either directly or indirectly (using media), the principle of communication is that each party communicating receives a message or information, that is, the communicator is influenced by the process. communication. Because communication is basically a phenomenon or experience. Each experience gives a certain meaning to the possibility of a change in attitude.

6. Looking for Fun or just Passing Time

There are times when someone does interpersonal communication just for fun or entertainment. Talking with friends about birthday celebrations, discussing sports, exchanging funny stories is a conversation that fills and kills time. In addition, it can also bring happiness.

7. Eliminating Losses Due to Miscommunication

Interpersonal communication can eliminate losses caused by misunderstanding (Miss Communication) and misinterpretation between the source and recipient of the message.

8. Giving Help (Counseling)

Psychiatrists, clinical psychologists and therapists use interpersonal communication to manage their clients in their professional activities. In everyday life, it is very easy to find examples among people showing that interpersonal communication is suitable for helping others in need.

Based on the above understanding, the author can analyze that the purpose of interpersonal communication is to achieve closeness and comfort in communicating, so that it can be accepted by people in our daily environment, and the goals set can be successful. Likewise in communication between parents and children, in order to shape the behavior of children so that the goals of parents can be realized.

Based on the description above, the authors analyze BKB Paud Tunas Muda has a two-way message flow, which is when the teachers are giving messages or games where students who do not understand ask the teacher. Where teachers and students have a good approach, of course, so that students are also comfortable being taught by the teacher, interpersonal communication that takes place face-to-face, so that teachers know feedback from students can be known immediately by the teacher. That the characteristics of interpersonal communication are spontaneous communication behavior, openness, empathy, positive attitude and supportive attitude.

Educational Communication

Understanding Educational Communication

The meaning of educational communication in simple terms is communication that takes place in an educational atmosphere. Here, communication is no longer free, but is directed and conditioned for educational purposes. In fact, the study of educational communication occupies a fairly important place both in terms of communication science and in terms of educational science. From the point of view of communication science, the study of educational communication enriches and expands the field of communication science studies beyond the existing framework. In particular, the study of educational communication also strengthens the axiological aspects of communication science.

The advantages of communication science further strengthen the existence of communication science itself, because its benefits can be felt by many people, in this case those who are struggling in the world of education. The existence of educational communication studies as a science still requires in-depth discussion and study, especially regarding aspects of ontology, epistemology, and axiology. For now, the study of educational communication is more of a practical skill that is used to support and facilitate the delivery of the teaching and learning process itself.

When viewed in terms of the process, education is communication in the sense that it has two components in the process consisting of humans, namely teachers as communicators and students as communicators. Generally at the lower and middle levels, teachers are called teachers and students are called students. At any level, the communication process, teacher and student are essentially the same. The difference only lies in the type of message we receive in quality or not. The difference between communication and education lies in its intended purpose or effect when viewed from the perspective of the expected effect.

Based on that explanation, the author analyzes that educational communication is an action that contributes very important to the understanding and practice of the interactions and actions of all individuals involved in the world of education.

Teaching and Learning Theory

Understanding Teaching and Learning Theory

According to Gagne (Dahar, 2011:2) Learning is a process in which organisms change their behavior as a result of experience. They emphasize that learning involves change in the organization. Changes that occur here are changes in behavior in the learning process.

Learning is the most important key for any educational endeavor. So there really is no education without learning. Learning as a process and learning almost always occupies a large place in various disciplines related to educational efforts. For example educational psychology and learning psychology.

According to Morgan, learning is a relatively constant part of behavior as a result of experience. So it can be seen that learning is a person's conscious effort to acquire new skills through experience and practice, and the result of that practice is a relatively permanent change in behavior. According to Hilgard, learning is a process of intentional action which then results in changes that are different from actions caused by others.

PAUD Concept

Early childhood education (PAUD) is a level of education that precedes basic education, which is guidance aimed at children from birth to a good age, and which is realized by providing educational stimuli in order to increase the physical and mental growth and development of children. children. so that children are prepared for official and informal channels.

It is the process of early childhood that is very vulnerable to misbehaving and even deviating. Toddlers are very easy to imitate what some people do, not thinking about the good and bad things they have done. At this golden age, children begin to imitate, imitating is doing something that is done by other people or people who are nearby. That is a social process that occurs in a group such as in a playgroup in PAUD or with a teacher.

RESEARCH METHODOLOGY

The method used in this study is a descriptive method with a qualitative approach, according to the title of the study. In writing research, the researcher uses a qualitative descriptive method because he describes or explains something which is then classified so that a conclusion can be drawn. These conclusions can make it easier to conduct research and observations as visual data for the final project entitled “Descriptive Analysis of Interpersonal Communication in Teaching and Learning Activities between Teachers and Students in the Process of Developing Children's Character BKB Paud Tunas Muda" this research uses descriptive qualitative research methods.

Data Collection Technique

Interview

Interview is a variety of language used between two or more people, between the interviewee and the interviewee with certain goals and guidelines, and can take place face-to-face or through certain means of communication. The purpose of the interview is to obtain information where the interviewer asks questions that are answered by the interviewer.

Documentation

Documents and archives are written materials relating to a particular event. Documents are written records (but also in the form of pictures or relics relating to a particular activity or event).

Observation

Observation is the basis of all science, through observation researchers learn about behavior and its meaning. This method is used to observe directly the events/phenomena that are the focus of the research. (Sugiyono, 2019:297).

RESULT

In this study, the author tries to describe the results obtained from the research that has been carried out regarding “Descriptive Analysis of Interpersonal Communication in Teaching and Learning Activities between Teachers and Students in the Process of Developing Children's Character BKB Paud Tunas Muda". The purpose of this study is to find out how the teacher's process to develop children's character. The results of the study were obtained through several data collection techniques, namely, interviews, observations and documentation. Conducted in-depth interviews with key informants, namely Teacher Ibu Kuspryatni and informants as parents, namely Mrs. Aminah.

CONCLUSION

BKB Paud Tunas Muda as an educational institution that operates in the golden age of young people is making efforts to improve the standards of the nation's young generation, and the generation of parents. Through interpersonal communication that uses all the BKB Paud Tunas Muda learning methods from an early age, he makes efforts to shape the character of children. BKB Paud Tunas Muda applies the concept of easy and fun learning for the younger generation.

All activities and activities in BKB Paud Tunas Muda are the implementation of interpersonal communication, which concerns the continuity of education. Teachers and students participate in all activities. Interpersonal communication can be proven to have an effect in helping teachers and students understand the changes in teaching and learning at BKB Paud Tunas Muda. Through interpersonal communication, both teachers and students are able to know the truth and character of each other due to changes in education that can be carried out properly and have an effect. So based on the research that has been done, the following conclusions can be drawn:

CHAPTER 4

The Effect Of Employee Engagement On Turnover Intention: The Moderating And Mediating Roles Of Person-Organization Fit At Banks In Jakarta

Mely PRIMAYANTY, S.E.
Sekolah Tinggi Manajemen IPMI
Mely.primayanty@ipmi.ac.id
Orcid: 0000-0001-8900-1138

Prof. Ir. Roy SEMBEL, MBA., Ph.D., CSA., CIB., CIIM
Sekolah Tinggi Manajemen IPMI
Roy.sembel@ipmi.ac.id
Orcid: 0000-0003-3582-5857

Dr. Ir. Harris Turino KURNIAWAN, M.M.
Sekolah Tinggi Manajemen IPMI
Harris.turino@ipmi.ac.id
Orcid: 0000-0001-8865-513X

Dr. Ir. Firdaus BASBETH, M.M.
Universitas Binawan
Firdaus.basbeth@binawan.ac.id
Orcid: 0000-0001-5544-4846

Dr. Melinda MALAU, SE., MM., CPA., CBV., CFRM., CFA
Universitas Kristen Indonesia
melinda.malau@uki.ac.id
Orcid: 0000-0002-6576-3063

ABSTRACT

Person-organization fit (P-O Fit) have become one important factor for company until now, how a compatibility of values and expectations between employee and employer. These studies focusing on how person-organization fit in the relationship between employee engagement and reduce turnover intention and investigated of person-organization fit as a moderating and mediating effect based on the unique characteristic of the new generational cohort, Generation Z at banks in Jakarta, now entering the workforce. This study conducted in 2022, by using survey data of 200 respondents from Gen Z employees of seven Banks in Jakarta by BUKU IV, age between 21-25 and at least having a diploma degree or equivalent. Data will be analyzed using a structural equation model by employing SPSS and smartPLS. Our research a whole encourages HR to enhance employee engagement for Gen Z employees to increase productivity at the workplace through engagement management. The result showed that are several positive significant results such as Employee engagement on Turnover Intention, employee engagement on person-organization fit, person-organization fit on turnover intention, and person-organization fit in mediating relationship between employee engagement and turnover intention. While person-organization fit negatively affects in moderating relationship between employee engagement and turnover intention. For future research, there should be focus on other generations (e.g., Millennials, Gen X) and other industries.

Keywords: Person-Organization Fit, Generation Z, Employee Engagement, Turnover Intention, Human Resources

1. INTRODUCTION

Organizations today operate in a highly competitive global environment. Given that the cost of labor is the most significant expense for most organizations, any steps that can be taken to reduce these costs will be beneficial. While downsizing and automation can be effective, they come with their own set of costs. As a result, improving productivity and reducing employee turnover are better strategies; one of the factors that has a significant relationship is the degree of fit between a person and the organization (Silverthorne, 2004). The relationship between individual and organizational values has been extensively researched in order to comprehend the person-organization (P-O) fit (Santos and De Domenico, 2015). Some notable outcomes in favor of the P-O fit include increased productivity, improved loyalty, organizational commitment, rich productivity, and decreased turnover. Employees are expected to have positive relationships with their coworkers and to fit in at their workplace. As a result, P-O fit is commonly defined as the compatibility of employees and organizations (Kristof-Brown, 1996). Furthermore, P-O fit is defined as the compatibility of personal and organizational values, personalities, and goals. As a result, numerous studies have found that the similarity between the individual and the organization in certain attributes has a significant impact on individual attitudes and behavior. Drawing on social exchange theory (SET; Blau, 1964), which focuses on the concept of reciprocity between two different parties, proposes that people reciprocate when they are positively treated. Integrating SET with the person-organizational fit theory, the fit between employee values and organizational values (Cable & DeRue, 2002).

Now moving into the workforce is Generation Z. Gen Z grew up using modern technologies and facilities and has the ability to use various technologies and learn quickly. They are also maintain relationships with other people, whether it is family, friends, or self-fulfillment, including matters related to achievement, use of free time (hobby), and money, because it is a source of happiness for Gen Z. Total Population of Indonesia dominated by the Z generation by 27,94%. According to the *Central Bureau of Statistics* (BPS, 2020), the Z generation in DKI Jakarta recorded that the number reached 2.71 million people. Surprisingly, Indonesia is currently experiencing a demographic Bonus through 2045, which means that the majority of the population is of productive age. According to Deloitte Gen Z-Millennial Survey (2022), Gen Z individuals tend would like to leave their jobs within two years (40%), and 35% would leave even without another job lined up. In the year 2020, the U.S. Bureau of Labor Statistics (2020) identified that the average tenure of the employees who are young employees was three times lesser than those of the previous generations.

The banking industry is the primary preferred industry to start a career by Business student. Research conducted by Universum in 2021 suggests that young adults with a business background are drawn to a start career in the Banking Industry. According to a Compdata survey (2018), the Banking & Finance industry has an 18.6% turnover rate, which is one of the highest among all industries. While many factors play a significant role in the high turnover rate. Furthermore, according to Deloitte Indonesia (2019), the current turnover rate in the banking industry is approximately 10%.

Many of the challenges that organizations are currently facing such as attracting, retaining, and especially working with a younger workforce can be solved only with a better understanding of the younger generation’s value priorities. P-O fit engages employees and cause them to be committed to their organization. Therefore, an organization needs to know the best way to foster P-O fit. This study to ensure that P-O Fit as moderating and mediating would be strengthened employee engagement and reduce turnover intention in Gen Z employees at Banks in Jakarta.

.

2. LITERATURE REVIEW

2.1. Social Exchange Theory (SET)

Individuals who are engaged exhibit voluntary behavior that has been postulated on the basis of "Social Exchange Theory" (SET) (Blou, 1964). This theory provides a comprehensive theoretical account of the relationship between P-O fit, employee engagement, and turnover intention. When employees are treated positively by their employers, they feel obligated to repay the organization in kind "One way for employees to respond to their employers is by their level of engagement" (Saks, 2006, p. 603). Notably, this belief aligns with Robinson et al. (2004)'s description of engagement as a two-way street between individuals and organizations. As a result, as previous research has shown, a high level of engagement fosters favorable attitudinal and behavioral outcomes, particularly low turnover (e.g., Juhdi et al., 2013; Saks, 2006; Schaufeli & Bakker, 2004). In other words, employees will choose to engage themselves to varying degrees in response to the resources they received from their organization.

2.2. Turnover Intention

Turnover, according to Dessler (2015), is a voluntary or involuntary withdrawal from an organization. While the term "intention" is derived from English, it means "intention or desire." When these two factors are combined, the Turnover Intention is an employee's desire to leave the company voluntarily. Turnover intention is a term for the psychological and behavioral tendencies of employees that lead to the desire to leave the organization that they currently work for (Chen et al., 2018). Tett and Meyer define turnover intention as employee awareness and a deliberate desire to leave the organization where he works (Akgunduz & Eryilmaz, 2018). The occurrence of high turnover intention indicates that the employees do not feel comfortable working for a company. In this research, the author examined voluntary turnover. When an employee leaves his work and the organization by his or her will the turnover is termed as voluntary turnover. Because of the turnover intention, the company issued quite high costs because the company became more frequent in conducting recruitment and debriefing in the form of training, which was quite pressing in terms of costs.

2.3 Employee Engagament

Employee engagement is found to correlate with organizational outcomes including job performance and employee retention (Sundaray, 2011). Khan (1990) defined the harnessing of organizational members selves to their roles at work roles. (Simons et al., 2013) also concurs that employees who are engaged tend to be more confident in executing their work tasks. The two most dominant role for most organizational members are their work role and their role as a member of an organization" (Saks, 2006). The recent definition from Ewing, Men, & O'Neil (2019), has defined employee engagement as employees who are connected to the values and mission of the company, feel empowered, bring energy, passion, and discretionary effort to their jobs, and serve as advocates.

Employees who are dedicated to their jobs are more engaged in their work, have better health, and perform better (Susana et al., 2007). Employees who are committed to their jobs are more engaged, healthier, and perform better (Susana et al., 2007). Dedicated employees are more satisfied with their jobs, are more committed to their organizations, and are less likely to leave (Yang, 2005). Devoted employees exhibit positive behavior (Wilmar & Arnold, 2006).

2.4 Person-Organization Fit

Kristof (1996) defines Person Organization Fit (P-O Fit) as a match between people and organizations. When a person or organization meets each other's needs, shares fundamental characteristics, or both, this occurs (Carless, 2005). P-O Fit's role is to reference the needs and desires of existing employees in an organization, but it can also be used as a reference at the beginning of the recruitment and selection process for new employees. According to Carless (2005), an organization's recruitment and selection can be influenced by perceived similarities between prospective employees and their future work environment, particularly individuals who believe their personality, attitudes, and values match those of the organization. Person-organization (P-O) fit theory refers to how aligned a person’s core values, beliefs, ethics, and purpose are to those of the organization they work for. For example, someone who is results-focused and values speed will fit best with an organization that shares, and enacts, these values (Kristan Bernor, 2021). And According Kristan also the advantages of assessing P-O fit during recruitment is: Improve Objectivity, Cut Through unconscious bias, improve employee engagement, support retention, and reduce recruitment cost.

2.3. Research Framework

The framework of this study is seen in Figure 2.1.

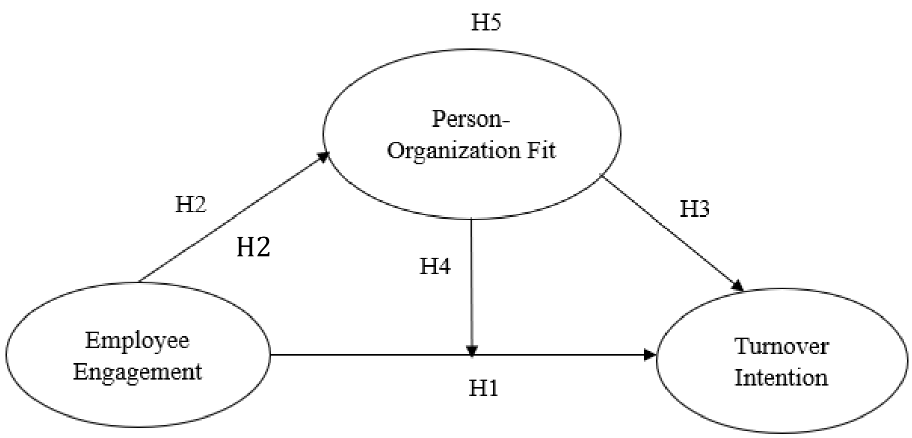


Figure 2.1 Research Framework

Based on the research framework, there are several hypotheses to examine:
H1: Employee engagement has a negative effect on Turnover Intention
H2: Employee Engagement has a positive effect on Person-Organization Fit
H3: Person-Organization Fit has a negative effect on Turnover Intention
H4: (Moderation): Person-Organization Fit moderate the relationship between employee engagement and turnover intention
H5: (Mediation): Person-Organization Fit mediate the relationship between employee engagement and turnover intention

3. RESEARCH METHODOLOGY

The research methodology flow chart is as shown at Figure 3.1.

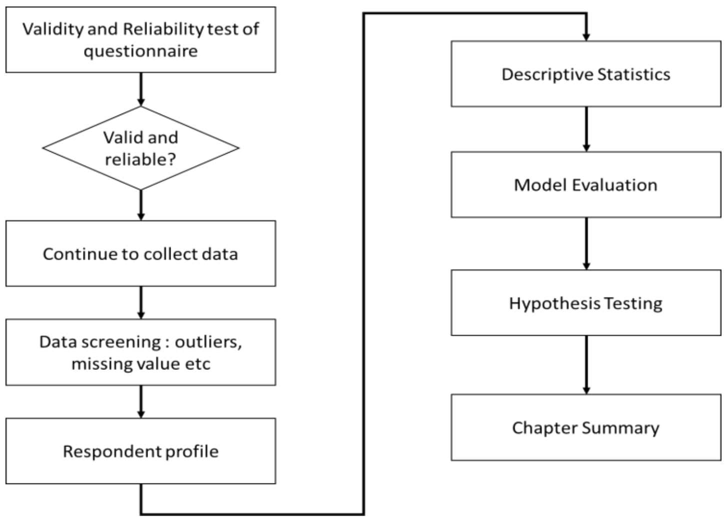


Figure 3.1 Flowchart of research methodology
Source: Data processed by the author (2022)

This research using the research onion approach (Saunders, Lewis, & Thornhill, 2009). To accomplish the research and answer the research question, researcher will be using a quantitative method with using survey data as the research strategy that will be conducted to a sample of Gen Z employees in Banks in Jakarta to answer the research questions.

In this study, primary data will be obtained directly from the questionnaire filled out by the respondents. Meanwhile, secondary data which is the source of research data will be collected by searching for and collecting material from literature reviews, research, books, reports, and feedback from academic supervisors.

Google forms will be used to implement online questionnaires through WhatsApp. The questionnaire will be distributed to respondents from a limited sample population of Gen Z employees at Banks in Jakarta. The questions used in the questionnaire are a closed type using a Likert scale, a type of question so that the answer to the question is in the form of a scale of five, in this study the researchers used a scale of 1-5 with each scale as follows: "1" Strongly Disagree, "2" Disagree, "3" Neutral, "4" Agree, and "5" Strongly Agree (Hair et al., 2014).

This study will use a disproportionate sample. So a population of 17.000 people Gen Z working in Banks in Jakarta, a sample of 200 people will be taken. Based on Cohen's tables, two arrows point to a construct, with a significance level of 0.05, a minimum R2 of 0.25, statistical Power of 80%, the minimum sample size was 52. Considering the f^2 value of at least 0.15 with a 5% probability of error and a statistical power of 0.8, the required sample size calculated by G Power is 87.

The causal relationship pattern which is the focus of the study is the independent variable consisting of employee engagement. The dependent variable is turnover intention. The mediating and moderating variable is the person-organization fit.

Table 3.1 Operationalization of Variables

Variable	Dimension	Dimension	Items	Source
Employee Engagement (EE)	Vigor	EE01	At my work, I feel bursting with energy	Schaufeli et al., (2002) & Schaufeli and Bakker (2004)
		EE02	At my job, I feel strong and vigorous	

		EE03	When I get up in the morning, I feel like going to work	
		EE04	I can continue working for very long periods at a time	
		EE05	At my job, I am very resilient, mentally.	
		EE06	At my work I always persevere, even when things do not go well	
		EE07	Everyone in the company Is treated fairly	
	Dedication	EE08	I find the work that I do full of meaning and purpose	
		EE09	I am enthusiastic about my job	
		EE10	I believe I can contribute in making a difference in the company	
		EE11	I feel proud of the work I do	
		EE12	To me, my job challenging	
		EE13	I would recommend the organization as a good place to work	
		EE14	My job inspires me	
	Absorption	EE15	Time flies when I'm working	
		EE16	When I am working, I forgot everything else around me	
		EE17	I feel happy when I am working intensely	
		EE18	I am immersed in my work	
		EE19	I feel personally attach to my company	
		EE20	It is difficult to detach myself from my job	
		EE21	I get carried away when I'm working	
Turnover Intention (TI)	Thinking of Quitting	TI01	I often think about leaving my job	Mobley et al., (2000)
		TI02	I often dream about getting another job that will suit personal needs	
		TI03	My current job is very toxic place	
		TI04	Increment is too low in current job	
		TI05	I am frequently emotionally agitated when arriving home after work	
		TI06	Thoughts of quitting my job cross my mind	
		TI07	I often feel bored with my current Job	

	Intention to search for another job	TI08	I will actively look for a new job within the next year.	
		TI09	I frequently scan the internet in search of alternative job opportunities	
		TI10	My current job has a negative effect on my personal well-being	
		TI11	I often look for other information regarding job vacancies	
		TI12	There is narrow scope of growth and development my position	
		TI13	I often ask about opportunities at my colleague's work	
		TI14	It becomes difficult for me to maintain strict working hours in the current job	
	Intention to quit	TI15	I intend to leave this company as soon as I can	
		TI16	I am likely to accept another job at the same salary	
		TI17	I often think about starting my own business	
		TI18	I often look forward to another day at work	
		TI19	I am likely to accept another job at the same benefit	
		TI20	I do not plan to be in this company much longer	
		TI21	I will voluntarily leave this company before I retire	
		TI22	I would seriously consider leaving my job for even a slightly better position elsewhere	
Person-Organization Fit (POF)	Value Congruence	POF01	Things that I value in life are very similar to the things that my organization values	Kristof (2005)
		POF02	I agree with the values of my organization	
		POF03	My personal values match values of my organization	
		POF04	I find that sometimes I have to compromise personal principle to conform to my organization's expectation	
		POF05	I can work in this company without giving up my principles	

		POF06	I enjoy discussing my organization with people outside it	
		POF07	My current organization meets the needs I expect an organization to meet.	
	Goal Congruence	POF08	Organization goals support me in achieving my career goals	
		POF09	My education and personal skill about job are compatible with the needs of company	
		POF10	I am motivated to work in the current organization	
		POF11	I feel like a part of the organization, at the organization I work in	
		POF12	The employees trust each other at the organization I work in	
		POF13	There is an inspiring work vision, mission and philosophy.	
		POF14	I would be very happy to spend the rest of my career with this organization	
	Employee need fulfillment	POF15	Organization provide salary based on needs of employee	
		POF16	Bonuses are provided in accordance with performance	
		POF17	The environment for career improvement is provided	
		POF18	At the organization I work in encourages open knowledge and information sharing.	
		POF19	The ability to achieve higher position is provided.	
		POF20	The traditions are cherished (for example, festivities are celebrated, employee birthdays are commemorated, there are important dates for the organization)	
		POF21	This organization provide attractive opportunities for training and development	
	Culture-personality congruence	POF22	Easly adjust to the norm and rules applied in the organization	
		POF23	There are understandable written rules of work policies	

		POF24	I feel I have too few options to consider leaving this organization.	
		POF25	I really feel as if this organization's problem are my own	
		POF26	I feel emotionally attached to this organization	
		POF27	I feel a strong sense of belonging to this organization	
		POF28	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	

Source : Data processed by the author (2022)

Researchers will describe the demographic profile of the respondents using SPSS (Statistical Package for Social Sciences). Descriptive statistical analysis represents the general view of the survey responses by showing the main measures of variables such as mean, standard deviation, variance, kurtosis and skewness. PLS-SEM (Partial Least Square - Structural Equation Modeling) is a method for building a predictive model when the factors are many and highly collide. This gives a value of R2 and indicates the significance of the relationship between constructs. PLS-SEM is also suitable for describing research with not too many theories and uncertain form of models (Gefen, Straub & Boudreau, 2000).

The measurement model represents the relationship between the construct and the corresponding indicator variable (called the outer model in PLS-SEM). There are two broad types of measurement models, namely reflective and formative measurement models. Reflective indicators can be seen as representative samples of all possible items in the conceptual domain of constructs (Nunnally & Bernstein, 1994).

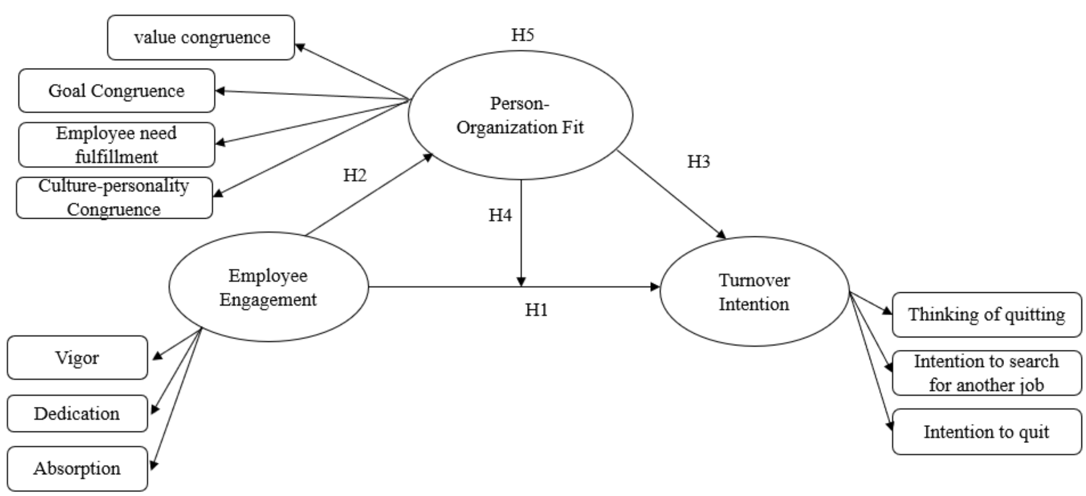


Figure 3.2 Conceptual model
Source: Data processed by the author (2022)

The path coefficients' significances will be assessed by bootstrapping computations of PLS-SEM. The bootstrapping samples are decided to be 5000. The one- tail t-test will be used with a significance level of t-value 1.65 and p-value 0.05.

4. DATA ANALYSIS AND DISCUSSION

4.1 Instrument Validity and Reliability

Internal reliability values (Cronbach's alpha) for the variables: EE, POF, and TI are acceptable with all values are more significant than 0.7. The Pearson correlation also confirmed that the questionnaires were valid, with a resulting coefficient of correlation of 0.30 as a minimum point of validity (Sekaran & Bougie, 2019).

4.2 Data Preparation

Data screening and editing were done before examining the basic descriptive statistics and frequency distributions of the data. No missing data were found, and all respondents answer the google form entirely. There are no outliers was detected in the respondent's answers, and therefore data analysis will be continued to the respondent profile.

4.3 Demographic Profile of the Respondent

Respondent was selected with three criteria: 1) Gen Z e employees who work in the largest Banks in Jakarta based on BUKU IV; 2) Age 21-25; and 3) Having a diploma degree or equivalent. The demographic profile of respondents is shown in Table 4.1

Table 4.1 Respondent Profile

Demographic Variable	Category	Count	Percentage
Gender	Female	81	40%
	Male	119	60%
Age	21	6	3%
	22	11	6%
	23	63	32%
	24	72	36%
	25	48	24%
Education	Diploma	18	9%
	Bachelor	153	77%
	Master	29	15%
Bank	BRI	34	17%
	Mandiri	52	26%
	BCA	31	16%
	BNI	45	23%
	CIMB Niaga	19	10%
	Panin	8	4%
	Danamon	11	6%
Area	West Jakarta	28	14%
	East Jakarta	54	27%
	Central Jakarta	44	22%
	North Jakarta	18	9%
	South Jakarta	56	28%
Working Tenure	<1	13	7%
	1	37	19%

	2	73	37%
	3	41	21%
	>3	36	18%
Positions	Staff	84	42%
	Supervisor	74	37%
	Assistant Manager	42	21%
Status	Contract	122	61%
	Permanent	78	39%

Source: SPSS Report, 2022

4.4 Descriptive Statistics

Descriptive analysis of the sample and variables is provided in Table 4.2 to describe and summarize the data set's main characteristics and variables from the respondents' perspective.

Table 4.2 Mean Value and Data distribution of the variables

Variables	Mean	Std. Deviation	Skewness	Kurtosis	Kolmogorov-Smirnov[a]	
					Statistic	Sig.
EE	3.7329	0.547	-0.190	-0.594	0.077	0.006
TI	3.2482	0.836	-0.222	-0.818	0.094	0.000
POF	3.6818	0.701	-0.526	-103	0.143	0.000

Source: SPSS Report, 2022

4.5 Measurement Model Evaluation

Figure 4.2 shows the whole research model, which may be evaluated in two ways: The first is a measurement model, and the second is an evaluation of a structural model.

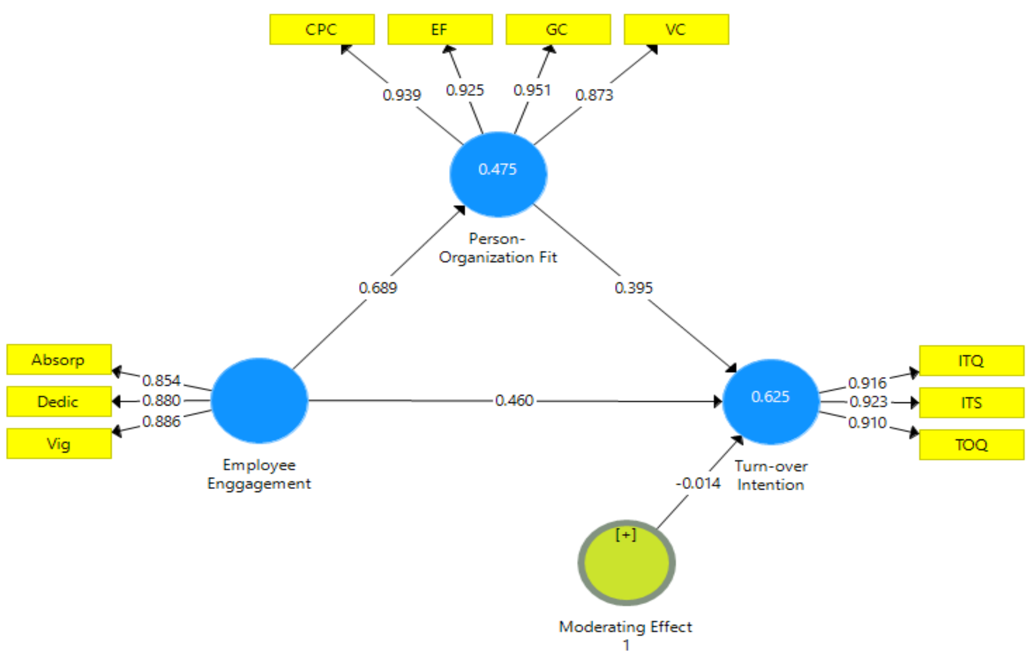


Figure 4.2 Research Model
Source: PSL-SEM Report, 2022

The Cronbach's alpha value of all five variables namely, EE, POF and TI exceeded 0.70, indicating that the model has internal consistency. All outer loading value are above 0.7. The Composite reliability (CR), are all above 0.7 for all three constructs, EE, POF, and TI. This meant that the measurement model provided excellent reliability. AVE values for all constructs are above 0.50, so convergent validity was established.. All HTMT value are below 0.9, providing evidence for the HTMT criterion was established, and therefore constructs' discriminant validity criterion has been fulfilled.

4.6 Structural Model Evaluation

Evaluating the structural model consists of assessing for collinearity issues (VIF), path coefficient (β), coefficient of determination (R^2), the effect sizes (f^2) (Hair et al., 2017). The coefficient of determination - R Squared (R^2) measures the dependent variable's variance in relation to the independent variable's change.

Table 4.3 Coefficient of Determination (R2)

	R Square
Person Organization Fit	0.475
Turnover Intention	0.625

Source: PLS-SEM Report 2022

As can be seen in Table 4.3, it is known that the R-Square the R^2 of Turnover Intention has moderate level of predicting accuracy (0.625) and for Person Organization Fit has weak level of predicting accuracy (0.475).

The second criteria on structural model evaluation is path coefficient, which shows the correlation between two variables, ranging from -1.00 to 1.00. A correlation of 0 shows no relationship at all, a correlation of 1.0 indicates a perfect positive correlation, and a value of -1 shows a perfect negative correlation. the effect of Employee Engagement (EE) on Person Organization Fit (POF), demonstrated by path coefficient (β) (0.689) shows strong relationship. A moderate relationship is shown on the effect of employee engagement (EE) on turnover intention (TI) by path coefficient (β) (0.460), and the effect of person-organization fit (POF) on turnover intention (TI) by path coefficient (β) (0.395).

The third criterion in structural model evaluation is multicollinearity. The result indicates no collinearity issues because all of the VIF value below 5 (Joe F Hair Jr et al., 2014). The fourth criterion in structural model evaluation is the f^2 values, which assesses a predictor variable's comparative influence on an independent variable (Hair et al., 2014). which range from .02, .15, and .35, correspondingly, indicate small, medium, and large effect sizes (Cohen, 1988). Almost all of the variables have a medium effect and can be predicted, with the exception of the other large results on the effect of employee engagement (EE) on person-organization fit (POF) (0.905).

4.7 Hypothesis Testing

The final stage in data analysis was to use SmartPLS4 to validate the hypothesized associations by calculating the significance of the path coefficients using bootstrapping computations. The bootstrapping method determines the significance of path coefficients by producing empirical t values that are significant at a given probability of error if they are greater than the critical value (t distribution values). The following crucial values were used in this study for one-tailed tests: 1.65 (significance level= 5%), (Hair et al., 2017). As a result, the following direct hypotheses were examined:

H1: Employee Engagement has a positive effect on Turnover Intention
H2: Employee Engagement has a positive effect on Person-Organization Fit
H3: Person-Organization Fit has a positive effect on Turnover Intention.
H4: Moderating of Person-Organization Fit has a negative effect on Employee Engagement and Turnover Intention
H5: Mediating of Person-Organization Fit has a positive effect on Employee Engagement and Turnover Intention,

The hypothesis was evaluated using the bootstrapping procedure, which determines the importance of path coefficients by producing empirical t values that exceed the critical value (t distribution values). At a given margin of error (0.05), the coefficient is considered significant. Hair et al. (2014) suggest a bootstrap sample size of 5000. To determine the significance and t values of path coefficients, the bootstrapping technique in SmartPLS4 was used. Using only one tail, the t-value is 1.65 and the p-value is 0.05 (at = 5%). (Hair et al., 2014). The outcome is summarized in Table 4.4.

Table 4.4 Hypothesis testing result

Ha	Effect	Path Coefficient	T Statistics	p Values	Result
H1	EE -> TI	0.460	19.918	0.000	H1 not Supported
H2	EE -> POF	0.689	7.934	0.000	H2 Supported
H3	POF -> TI	0.395	6.278	0.000	H3 not Supported
H4	EE-POF-TI -> TI	-0.014	0.365	0.358	H4 not Supported
H5	EE -> POF -> TI	0.272	6.119	0.000	H5 Supported

Source: PLS-SEM Report 2022

As shown in Table 4.4, The effect of Employee Engagement (EE) on Turnover Intention (TI) is high, as showed by the path coefficient (β) (0.460), and t-value and p-value (19.918) that is greater than 1.65 and (0.000). Using a one-tail test as a result; H1 is not supported.

The second highest path coefficient (β) (0.689) was shown on the effect of employee engagement (EE) on person-organization fit (POF) with a t-value of 7.934 (greater than 1.65) and p-value 0.000 less than 0.05, as a result, employee engagement (EE) a good and considerable impact on person-organization fit (POF); the effect is significant and considered H2 is supported.

The third highest path coefficient (β) (0.395) was shown on the effect of person-organization fit (POF) on turnover intention (TI) with a t-value of 6.278 (greater than 1.65) and p-value 0.000 less than 0.05. Using a one-tail test as a result; H3 is not supported.

The last hypothesis was not supported, as shown in Table 4.9. the lowest and negative path coefficient (β) (-0.014) was shown on moderating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI) indicate that the effect is not significant with the t-value of (0.365), less than 1.65 and a p-value of (0.358), greater than 0.05. As a result, the moderating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI); the effect is insignificant and considered H4 is not supported.

The other hypothesis supported with path coefficient (β) (0.272) was shown on mediating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI) with a t-value of 6.119 (greater than 1.65) and p-value 0.000 (less than 0.05; as a result, a good and considerable impact on employee engagement (EE) on turnover intention (TI); the effect is significant and H5 is supported.

4.8 Discussion on Findings

1) The effect of Employee Engagement (EE) on Turnover Intention (TI)

The primary purpose of this study determine how Employee Engagement (EE) has an effect on turnover intention (TI). The path coefficient of EE on TI positive effect (0.460). The t-value (19.918) and p-value (0.000) indicate a statically. This show that employee engagement has a positive and significant effect on turnover intention. Using a one-tailed test as the result; H1 is not supported. because the hypothesis of this study is that employee engagement has a negative effect on turnover intention but the results of the hypothesis are positive. These results do not confirm with Jennifer C. Bonilla (2018) research which found that engaged employees are less inclined towards turnover intention. and Juliantara et al., (2020) Employee Engagement was proven to have a negative and significant effect on the turnover intention. This can happen in organizations in Indonesia that Gen Z employees who work at banks in Jakarta who are not involved in the organization will choose to remain in the organization, and result in low turnover intention, because it is difficult for people to find work after Covid and Gen Z employees prefer to stay in the organization. or conversely Gen Z employees with high levels of engagement will still leave the company. The main reason might be when they compare their salary with friends/former co-workers who work in other companies, follow friends, and tend to compare other things like workload and useful things like free meals, free insurance, free transportation and things other. This conclusion is supported by a 2019 Deloitte survey on Gen Z in Indonesia which resulted in 30% of respondents wanting to gain work experience, and 27% of them wanting to earn a good income

2) The effect of Employee Engagement (EE) on Person-Organization Fit (POF)

Employee Engagement (EE) has a significant positive effect on Person-Organization Fit (POF). The path coefficient employee engagement (EE) on person-organization fit (POF) is high (0.689) and positively significant, the t-value (7.934) and p-value (0.000) indicate a statistically significant effect. Our research findings also confirm the findings gained previous research by Brihan fateen yehia (2018) found that person-organization fit has a positive relationship on employee engagement. Also, Memon et al., (2014) implied that employees who perceive their organization as consistent with their personal values and will be more engaged in their workplace. That Gen Z employees who work at banks in Jakarta, when engaged organizationally will find it easy to provide positive feedback to the company, and support organizational values and goals

3) The effect of Person-Organization Fit (POF) on Turnover Intention (TI)

Person organization fit (POF) has significant positive effect on turnover intention (TI). The path coefficient of person-organization fit (POF) on person-organization fit on turnover intention (TI) is high (0.395) and positively significant, the t-value (6.278) and p-value (0.000) indicate a statistically significant effect. This show that person-organization fit has a positive and significant effect on turnover intention. Using a one-tailed test as the result; H3 is not supported. because the hypothesis of this study is that person organization fit has a negative effect on turnover intention but the results of the hypothesis are positive. These results do not confirm Naman Sharma (2019) research which found that employee fit with the organization, then he/she is better engaged with organizational activities, when employee engagement increases, his/her intention to quit the job decreases. And Apriyanti et al., (2022) Person-organization fit has a direct and significant positive impact on retention intentions. This can happen to Gen Z employees who work in banks in Jakarta who do not fit into the organization do not always predict the employee's intention to leave, Gen Z employees who are unfit and dissatisfied will choose to stay in the organization with various factors such as not having other opportunities, many dependents in the family. and vice versa, Gen Z employees who fit into the organization will leave the organization due to dissatisfaction at work, or are offered higher salaries and benefits, this is in accordance with the characteristics of Gen Z who maintain relationships with other people.

4) The moderating effect of Person-Organization Fit (POF) on the relationship between Employee Engagement (EE) and Turnover Intention (TI)
Moderating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI) has not significant effect. The path coefficient is significantly negative (-0.014) with the t-value of (0.365) and a p-value of (0.358). As a result, the moderating effect of Person organization fit (POF) has no impact on employee engagement (EE) and turnover intention (TI). H4 is not supported. These results confirm with Eko Nur Pratama et al., (2022) research which found P-O has no significant effect as a moderator on the relationship between the variable job satisfaction and employee turnover. For Gen Z employees who work at banks in Jakarta, person-organization fit does not have a moderating effect on the relationship between employee engagement and turnover intention.

5) The mediating effect of Person-Organization Fit (POF) on the relationship between Employee Engagement (EE) and Turnover Intention (TI)
Mediating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI) has significant positive effect. The path coefficient (0.272) with t-value (6.119) and p-value (0.000). Person-organization fit as mediating has a direct and significant positive impact on employee engagement and turnover intention. Our research finding is in accordance with the social exchange theory showing that the more employees feel compatible with their workplace, the greater the likelihood that they will have a better sense of identity and, and that the improved sense of identification indirectly impacts workforce retention. And also confirm the findings gained previous research Shumaila Naz et al., (2020) Person organization fit partially mediates the association between supportive work behavior and employee retention. The compatibility between people and organizations in Gen Z employees who work in banks in Jakarta has an effect as a mediation of the relationship between employee engagement and turnover intention.

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

1. The first objective of this research was to explore the effect of employee engagement (EE) on turnover intention (TI). The result indicating that H1 was not supported. This means that there is a positive and significant influence of employee engagement on the turnover intention by Gen Z employees at banks in Jakarta.
2. The second objective of this study is to assess the effect of employee engagement (EE) on person-organization fit (POF) by Gen Z employees at banks in Jakarta. The bootstrapping report from SmartPLS4 indicates that H2 is supported, it means that EE has a positive effect on person-organization fit.
3. The third research goal was to examine the relationship between person-organization fit (POF) and turnover intention (TI). As a H3 was not one supported, the findings reveal that POF has a positive and significant effect on TI by Gen Z employees at banks in Jakarta.
4. The fourth research objective is to determine the moderating effect of Person Organization Fit (POF) on the relationship between Employee Engagement (EE) and Turnover Intention (TI).

The result reveals that H4, Person organization Fit (POF) as moderating has no relationship on employee engagement (EE) and turnover intention (TI).

5. The fifth research objective is to determine the mediating effect Person Organization Fit (POF) on the relationship between Employee Engagement (EE) and Turnover Intention (TI). The result reveals that H5 was supported.

5.2. Theoretical Contribution

This empirical study contributes to the existing theory by explaining how a great person-organization fit stimulates employee engagement in the workplace. The results indicate that such relationships are well explained through an effect direction and mediating process. Such findings support the social exchange theory (Blau, 1964) by showing that the more employees feel compatible with their workplace, the greater the likelihood that they will have a better sense of identity.

This study examined the potential moderating and mediating role of P-O fit, which may affect the direction and strength of the effects of employee engagement on turnover intention. However, the results do not provide sufficient evidence to show the moderating effect of P-O fit on the relationship between employee engagement and turnover intention.

5.3 Managerial Implication

Managers are consistently in search of strategies which enhance the performance of the employees. A set of integrated strategies like how to engage employees in the organization, management must have a clear program in deliberately incorporate worker engagement activities with their work culture and also provide motivation for employees to work. Higher engagement leads to increased productivity and a variety of other work-related outcomes. The results of the current study state the role of employee engagement in increasing the alignment of values between the workforce and the organization. This gives rise to many managerial implications such as a workforce that is involved from top to bottom will be positively inclined to learn about challenges in the organization. Furthermore, it will also assist in developing an affirmative employer-employee relationship with a positive psychological contract thereby increasing employee engagement and retention. With employee engagement as a strategy, organizations can treat employees as assets in the organization with clear career goals as well as use their business acumen for the organization to achieve newer heights.

5.4 Recommendation for Future Study

The most of studies had some limitations. However, these limitations are deemed useful as they provide guidance for future research. This research only focused on 3 variables which are employee engagement, person-organization fit, and turnover intention and identifying that person-organization fit can be affected by employee engagement and POF also employs as moderating and mediating. The respondents involved were only Gen Z employees at the largest banks in Jakarta.

As indicated in the study's restriction, there are some recommendations for further research based on the current study's findings and methodologies. Person organization fit was not found to moderate the relationship between employee engagement and turnover intention. An interesting future study could examine the employee engagement levels and person-organization fit among different generational groups from generation X and millennials and other industries. That is because these age groups have been known to display different values, work ethics, and technological inclinations due to varying societal exposure amid a pandemic Covid 19 Hair et al. (2007) suggested that longitudinal studies are a better way to seek cause-and-effect relationships among variables at different periods. Future research can also examine other variables such as employee branding, job satisfaction, and person job fit.

REFERENCES

Afsar, B., Badir, Y., & Kiani, U. S. (2016). Linking Spiritual Leadership And Employee Pro-Environmental Behavior: The Influence Of Workplace Spirituality, Intrinsic Motivation, And Environmental Passion. *Journal of Environmental Psychology*, *45*, 79–88. https://doi.org/10.1002/csr.1806

Andrews, M. C., Baker, T., & Hunt, T. G. (2011). Values And Person Organization Fit: Does Moral Intensity Strengthen Outcomes? *Leadership & Organization Development Journal*, *32*(1), 5–19.

Apriyanti, S., & Pusparini, E. S. (2021). The Effect Of Person-Organization Fit And Workplace Fun On Intention To Stay With Work Engagement As A Mediating Variable. In *Contemporary Research on Business and Management* (pp. 220–223). Jakarta: CRC Press. https://doi.org/10.1201/9781003196013-54

Arthur Jr, W., Bell, S. T., Villado, A. J., & Doverspike, D. (2006). The Use Of Person-Organization Fit In Employment Decision Making: An Assessment Of Its Criterion-Related Validity. *Journal of Applied Psychology*, *91*(4), 786.

Astakhova, M. N. (2016). Explaining The Effects Of Perceived Person-Supervisor Fit And Person-Organization Fit On Organizational Commitment In The US And Japan. *Journal of Business Research*, *69*(2), 956–963.

Basha, I., Zayed, T., & Salman, A. (2011). The Impact On Environment Of Underground Infrastructure Utility Work. *Structure and Infrastructure Engineering*, *7*(3), 199–210.

Bernor, K. (2021). Understanding Person-Organization Fit. Retrieved December 31, 2022, from laptrinhx.com website: https://laptrinhx.com/news/understanding-person-organization-fit-4zO3PLq/

Biswas, S., & Bhatnagar, J. (2013). Mediator Analysis Of Employee Engagement: Role Of Perceived Organizational Support, PO Fit, Organizational Commitment And Job Satisfaction. *Vikalpa*, *38*(1), 27–40.

Blau, P. M. (1964). Justice In Social Exchange. *Sociological Inquiry*, *34*(2), 193–206.

Bonilla, H., Reynoso, R., Cortés, R., Trujillo, S., & Guevara, M. (2018). Reasons And Factors Involved In The Organizational Commitment. *RIDE. Revista Iberoamericana Para La Investigaci'n y El Desarrollo Educativo*, *8*(16), 820–846.

Bono, J. E., & Judge, T. A. (2003). Self-Concordance At Work: Toward Understanding The Motivational Effects Of Transformational Leaders. *Academy of Management Journal*, *46*(5), 554–571.

BPS. (2020). *Statistik Indonesia 2020*. Jakarta: Badan Pusat Statistik Indonesia. Retrieved from https://www.bps.go.id/publication/2020/04/29/e9011b3155d45d7 0823c141f/statistik-indonesia-2020.html

Cable, D. M., & DeRue, D. S. (2002). The Convergent And Discriminant Validity Of Subjective Fit Perceptions. *Journal of Applied Psychology*, *87*(5), 875.

Caesens, G., Marique, G., Hanin, D., & Stinglhamber, F. (2016). The Relationship Between Perceived Organizational Support And Proactive Behaviour Directed Towards The Organization. *European Journal of Work and Organizational Psychology*, *25*(3), 398–411.

Carless, S. A. (2005). Person–Job Fit Versus Person–Organization Fit As Predictors Of Organizational Attraction And Job Acceptance Intentions: A Longitudinal Study. *Journal of Occupational and Organizational Psychology*, *78*(3), 411–429.

Chen, Y., & Fulmer, I. S. (2018). Fine Tuning What We Know About Employees' Experience With Flexible Work Arrangements And Their Job Attitudes. *Human Resource Management*, *57*(1), 381–395.

Chin, W. W., & Newsted, P. R. (1999). Structural Equation Modeling Analysis With Small Samples Using Partial Least Squares. *Statistical Strategies for Small Sample Research*, *1*(1), 307–341.

Cohen, J. (1992). Statistical Power Analysis. *Current Directions in Psychological Science*, *1*(3), 98–101.

Cohen, M. (2016). *Rights, Persons, And Organizations: A Legal Theory For Bureaucratic Society* (Vol. 26). Singapure: Quid Pro Books.

Cole, M. S., Walter, F., Bedeian, A. G., & O-Boyle, E. H. (2012). Job Burnout And Employee Engagement: A Meta-Analytic Examination Of Construct Proliferation. *Journal of Management*, *38*(5), 1550–1581.

Compdata Survey. (2018). 2018 Turnover Report. Retrieved January 1, 2022, from https://www2.salary.com/turnover

Deloitte. (2019). 2019 Banking Industry Outlook. Retrieved January 1, 2023, from www2.deloitte.com › gx-banking-industry-outlook

Deloitte. (2022). The Deloitte Global 2022 Gen Z and Millennial Survey. Retrieved January 1, 2023, from https://www.deloitte.com/global/en/issues/work/ genzmillennialsurvey.html

Demerouti, E., Bakker, A. B., De Jonge, J., Janssen, P. P. M., & Schaufeli, W. B. (2001). Burnout And Engagement At Work As A Function Of Demands And Control. *Scandinavian Journal of Work, Environment & Health*, *1*(2), 279–286.

Dessler, G., Cole, N. D., & Chhinzer, N. (2015). *Management Of Human Resources: The Essentials*. London: Pearson London.

Edwards, J. R. (2008). 4 Person–Environment Fit In Organizations: An Assessment Of Theoretical Progress. *Academy of Management Annals*, *2*(1), 167–230.

Elfenbein, H. A., & O'Reilly III, C. A. (2007). Fitting In: The Effects Of Relational Demography And Person-Culture Fit On Group Process And Performance. *Group & Organization Management*, *32*(1), 109–142.

F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial Least Squares Structural Equation Modeling (PLS-SEM). *European Business Review*, *26*(2), 106–121. https://doi.org/10.1108/EBR-10-2013-0128

Faul, F., Erdfelder, E., Buchner, A., & Lang, A.-G. (2009). Statistical Power Analyses Using G* Power 3.1: Tests For Correlation And Regression Analyses. *Behavior Research Methods*, *41*(4), 1149–1160.

Finegan, J. E. (2000). The Impact Of Person And Organizational Values On Organizational Commitment. *Journal of Occupational and Organizational Psychology*, *73*(2), 149–169.

Fox, S. R., & Fallon, B. J. (2003). Modelling The Effect Of Work/Life Balance On Job Satisfaction And Turnover Intentions. *Australian Journal of Psychology*, *55*, 123–124. Australian Psychological Soc 1 Grattan Street, Carlton, Victoria 3053, Australia.

Friedman, Z. (2019). 49% Of Millennials Would Quit Their Job Within 2 Years.

Gefen, D., Straub, D., & Boudreau, M.-C. (2000). Structural Equation Modeling And Regression: Guidelines For Research Practice. *Communications of the Association for Information Systems*, *4*(1), 1–78.

Geisser, S. (1974). A Predictive Approach To The Random Effect Model. *Biometrika*, *61*(1), 101–107.

Graczyk-Kucharska, M., & Erickson, G. S. (2020). A Person-Organization Fit Model Of Generation Z: Preliminary Studies. *Journal of Entrepreneurship, Management and Innovation*, *16*(4), 149–176.

Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). *Advanced issues in partial least squares structural equation modeling*. saGe publications.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A New Criterion For Assessing Discriminant Validity In Variance-Based Structural Equation Modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135.

Hewitt, A. (2015). Trends in Global Employee Engagement.

Hoffman, B. J., & Woehr, D. J. (2006). A Quantitative Review Of The Relationship Between Person-Organization Fit And Behavioral Outcomes. *Journal of Vocational Behavior*, *68*(3), 389–399.

IDN Research Institute. (2020). Demographic Bonus Boosts Indonesia toward Development in 2045. Retrieved January 1, 2023, from https://www.idntimes.com/news/indonesia/vanny-rahman/bonus-demografi-di-indonesia-peluang-atau-tantangan-ims2020

Jehanzeb, K. (2020). Does Perceived Organizational Support And Employee Development Influence Organizational Citizenship Behavior? Person-Organization Fit As Moderator. *European Journal of Training and Development*, *44*(6/7), 637–657.

Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR Practices And Turnover Intention: The Mediating Roles Of Organizational Commitment And Organizational Engagement In A Selected Region In Malaysia. *The International Journal of Human Resource Management*, *24*(15), 3002–3019.

Juliantara, I. K., Sihombing, I. H. H., & Sulistyawati, N. L. K. S. (2020). The Effect Of Employee Engagement On Turnover Intention. *The International Conference on Business and Management Research (ICBMR 2020)*, 300–305. Atlantis Press.

Kahn, W. A. (1990). Psychological Conditions Of Personal Engagement And Disengagement At Work. *Academy of Management Journal*, *33*(4), 692–724.

Kataria, A., Rastogi, R., & Garg, P. (2013). Organizational Effectiveness As A Function Of Employee Engagement. *South Asian Journal of Management*, *20*(4), 56–70.

Khanolkar, R. S. (2013). Influence Of Employer Branding On Satisfaction And Commitment Of Generation Y Employees. *IOSR Journal of Business and Management*, *22*(4), 13–18.

Kristof-Brown, A., Audia, G., Brown, K. G., & Locke, E. A. (1996). Relationship Of Goals And Microlevel Work Processes To Performance On A Multipath Manual Task. *Journal of Applied Psychology*, *81*(5), 483–497. https://doi.org/10.1037/0021-9010.81.5.483

Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2017). Leadership Effectiveness Measurement And Its Effect On Organization Outcomes. *Procedia Engineering*, *181*, 1043–1048.

Memon, M. A., Salleh, R., Baharom, M. N. R., & Harun, H. (2014). Person-Organization Fit And Turnover Intention: The Mediating Role Of Employee Engagement. *Global Business and Management Research*, *6*(3), 205–212.

Memon, M. A., Salleh, R., Nordin, S. M., Cheah, J.-H., Ting, H., & Chuah, F. (2018). Person-Organisation Fit And Turnover Intention: The Mediating Role Of Work Engagement. *Journal of Management Development*, *37*(3), 285–298. https://doi.org/10.1108/JMD-07-2017-0232

Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A Study In The Relationship Between Supportive Work Environment And Employee Retention: Role Of Organizational Commitment And Person-Organization Fit As Mediators. *Sage Open*, *10*(2), 215–230.

Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022). The Effect Of Job Satisfaction And Organizational Commitment On Turnover Intention With Person Organization Fit As Moderator Variable. *APTISI Transactions on Management (ATM)*, *6*(1), 74–82.

Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers Of Employee Engagement*. Institute for Employment Studies.

Rurkkhum, S., & Bartlett, K. R. (2012). The Relationship Between Employee Engagement And Organizational Citizenship Behaviour In Thailand. *Human Resource Development International*, *15*(2), 157–174.

Sakaran, S. S., Noor, H. M., & Eboy, O. V. (2018). Socioeconomic Factors That Affect Usage Of Grabcar Services In Kota Kinabalu City, Sabah. *Malaysian Journal of Business and Economics (MJBE)*, *1*(2), 65.

Saks, A. M. (2006). Antecedents And Consequences Of Employee Engagement. *Journal of Managerial Psychology*, *21*(7), 600–619. https://doi.org/10.1108/0268 3940610690169

Santos, L. B., & Domenico, S. M. R. (2015). Person-Organization Fit: Bibliometric Study And Research Agenda. *European Business Review*, *27*(6), 573–592. https://doi.org/10.1108/EBR-04-2015-0038

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods For Business Students*. New Jersey: Pearson Education.

Schaufeli, W. B., & Bakker, A. B. (2004). Job Demands, Job Resources, And Their Relationship With Burnout And Engagement: A Multi Sample Study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *25*(3), 293–315.

Sharma, N. (2019). PO Fit and Employee’s Turnover Intentions: Examining the Mediation of Employee Engagement in Indian IT Sector. *International Journal of Human Capital and Information Technology Professionals (IJHCITP)*, *10*(2), 51–60.

Sundaray, B. K. (2011). Employee Engagement: A Driver Of Organizational Effectiveness. *European Journal of Business and Management*, *3*(8), 53–59.

Susana, P. O. (2007). *Interventions To Support Young Workers In Latin America And The Caribbean: Regional Report For The Youth Employment Inventory*. Washington D.C.: World Bank Publications.

The U.S. Bureau of Labor Statistics. (2020). *2020 Results of the Business Response Survey*. Washington D.C.: 1 Januari 2022. Retrieved from https://www.bls.gov/brs/2020-results.htm

Thirapatsakun, T., Kuntonbutr, C., & Mechinda, P. (2014). The Relationships Among Job Demands, Work Engagement, And Turnover Intentions In The Multiple Groups Of Different Levels Of Perceived Organizational Supports. *Universal Journal of Management*, *2*(7), 272–285.

Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The Impact Of Psychological Contract Fulfillment On The Performance Of In-Role And Organizational Citizenship Behaviors. *Journal of Management*, *29*(2), 187–206.

Vogel, R. M., & Feldman, D. C. (2009). Integrating The Levels Of Person-Environment Fit: The Roles Of Vocational Fit And Group Fit. *Journal of Vocational Behavior*, *75*(1), 68–81.

Westerman, J. W., & Cyr, L. A. (2004). An Integrative Analysis Of Person–Organization Fit Theories. *International Journal of Selection and Assessment*, *12*(3), 252–261.

Wong, K. K.-K. (2013). Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques Using Smartpls.*Marketing Bulletin*, *24*(1), 1–32.

CHAPTER 5

Dominant Factor Analysis That Affects The Income Level Of Palm Oil Farmers In Koto Boyo Village, Batin Xxiv District, Batang Hari District

Siti Marlina.AZ
UniversitasGrahaKarya Indonesia
Sitimarlinaazz@gmail.com
Orcid : 0000-0002-5101-2998

WahyaIffaLubis
UniversitasGrahaKarya Indonesia
Wahyalubis@yahoo.co.id
Orcid : 0000-0002-2684-6915

Fauziah
UniversitasGrahaKarya Indonesia
Fauziahh.stiegk@gmail.com
Orcid : 0000-0001-7223-5595

ABSTRACT

The background of this research is because in fact there are many people from Koto Boyo Village who are now working on oil palm plantations or converting rubber plantations to oil palm, because the income from the plantations is lucrative, so that they can increase the income of oil palm farmers in Koto Boyo Village. The purpose of this study was to determine the respondents' responses to production costs, production yields, prices and maintenance in influencing the income of oil palm farmers in Koto Boyo Village and to determine the dominant factors affecting the income of oil palm farmers in Koto Boyo Village, Batin XXIV Batang Hari District.

This research relates to the fields of economics. With respect to the approaches taken in the theories concerned with income, the factors that affect farmers' income are production costs, production yields, prices and maintenance. This research is a descriptive quantitative research with data sources, namely primary and secondary data. Data collection techniques used interviews and questionnaires with a total sample of 49 people. Data analysis tools use the Likert Scale and Index Scale.

The results of the study using the Likert scale and index scale obtained the dominant factor influencing the level of income of oil palm farmers in Koto Boyo Village from the average price index scale range of 4.25, namely the price variable (X3).

Keywords : Income, Production Cost, Production Result, Price and Maintenance

1. INTRODUCTION

In the Indonesian economy, the agricultural sector has traditionally been known as an important sector because, among other things, it is the main source of food and economic growth. The role of this sector in Indonesia can still be increased if managed optimally. Given the increasing scarcity or decreasing quality of natural resources, such as petroleum/petrochemicals and water as well as the environment globally, while in Indonesia these sources have not been optimally exploited, in the future this sector will continue to be an important sector in efforts to overcome poverty, increase opportunities employment, increasing national income and export revenues as well as acting as a producer of raw materials to increase added value in the industrial and service sectors.

Agricultural growth in Indonesia has an important role in economic development, one of which is the oil palm agricultural sector. Oil palm is a type of plant that belongs to the genus Elaeis and the order Arecaceae which can produce vegetable oils in the form of CPO (crude alm oil) and PKO (palm kernel oil) as well as by-products in the form of shells, dregs and empty fruit bunches. Palm oil is also a plantation commodity that has a strategic role in Indonesia's economic development. As the largest palm oil producer in the world, the palm oil industry has provided jobs for 16 million workers, both directly and indirectly. The status of oil palm concessions in Indonesia is grouped into three, namely State Large Plantations (PBN), Private Large Plantations (PBS) , and People's Plantation (PR). These three groups play a very important role in determining the running of the national palm oil industry through the supply of raw materials for the CPO industry and its derivatives.

According to Kimin in Sudjana (2007) income is money income or real income. Money income is income received by a person or group in the form of money within a certain period of time, real income is income received by a person or group in the form of goods and services valued in money within a certain period of time.

Based on Kompas.com, August 30, 2021, the results of oil palm plantations are one of the leading commodities from Indonesia which are exported to various countries in the world. Launching from the website of the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, Indonesia is one of the largest palm oil producers in the world. Each year the production of palm oil and palm kernel can reach tens of millions of tons. Palm oil production in 2018 was recorded at 48.68 million tons. Consisting of 40.57 million tons of crude alm oil (CPO) and 8.11 million tons of palm kernel oil (PKO), the total production came from smallholder plantations of 16. million tons or 35%. Large state plantations amounted to 2.49 million tons (5%) and private large plantations amounted to 29.39 million tons or 60%.

Jambi Province is one of the contributors to agricultural products in Indonesia. Based on data from the Ministry of Agriculture in 2017, the area of oil palm plantations in Jambi Province reached 1.8 million hectares. The area is around 27% of Jambi Province's area of around 4.9 million hectares. The agricultural commodity of oil palm continues to increase, and is an important commodity in the Jambi area, this is due to the increasing price of palm oil, especially in mid2021.

Based on data from the Central Bureau of Statistics for Jambi Province, which was accessed Thursday 23 December 2021, it was recorded that data for oil palm plantations in Batang Hari Regency in 2018 came from community plantations covering an area of 52,351 ha which produced 140,905 tons of palm oil, with a total of 24,365 farmer heads of households. Perkebunan Besar Negara has oil palm plantations covering an area of 4,524 ha with a production yield of 14,525 tonnes. As well as large private plantations covering an area of 61,206 ha with a production of 115,253 tons. So based on these data, all oil palm plantations in Batang Hari Regency totaled

111,479 ha with a production of 270,683 tons, from smallholder plantations, large state plantations and large private plantations.

One of the villages where there is an oil palm plantation in Batang Hari Regency is Koto Boyo Village, an area where most of the people work as oil palm farmers and are also agricultural laborers from oil palm plantations. The people of Koto Boyo Village who have livelihoods as oil palm farmers, totaling approximately 49 who have oil palm plantations who live in Koto Boyo Village. The data is sourced from the Koto Boyo Village data archive. It is with the results of the oil palm plantations that the people of Koto Boyo Village support their families. Thus, the more production and price of palm oil, the income level of KotoBoyo Village farmers also increases, which of course also includes production costs in an effort to optimize yields. From the results of observations made by researchers, many Koto Boyo Village people are now working on oil palm plantations or converting rubber plantations to oil palm, because of the lucrative income from the plantations. There are several factors that affect the level of income of oil palm farmers in Koto Boyo Village, namely production costs, production yields, prices and maintenance performance.

Research Objective

Based on the description that has been presented, the author is interested in conducting a deeper study by conducting research that will be outlined in this research which is the final assignment of lectures with the title "Analysis of Dominant Factors Affecting Income Levels of Oil Palm Farmers in Koto Boyo Village, Batin XXIV Batang Hari District"

II. Literatur Review.

Income

According to the pioneers of classical economics, Adam Smith and David Ricardo, income distribution is classified into three main social classes: workers, owners of capital and landlords. All three determine the factors of production, namely labor, capital and land. The income received by each trained family against national income. Their theory predicts that as society progresses, landlords will be relatively better off and capitalists (owners of capital) will be relatively worse off. Income is important for everyone in an effort to meet their daily needs. The higher a person's income level, the more daily needs that can be met. Therefore, every country will try to increase people's income because it will indirectly affect national income. (Joko Setiawan: 2012).

According to Gustiyana in Hasrianti's 2021 thesis, farming income can be divided into two meanings, namely: 1) gross income, namely all income earned by farmers in farming for one year which can be calculated from sales or exchange of production results which are valued in rupiah based on price per unit weight at the time of harvesting. 2) net income, namely all cash income earned by farmers in one year reduced by production costs during the production process. Production costs include real labor and real costs of production facilities.

Indicators of farmer income according to previous research are:
1) To meet the economic needs of the family
2) To meet production costs

Production cost

Production costs are all costs incurred by a person or company to fund production activities. Production costs can be minimal, but must be understood in an integrated manner with production results. In this case it is intended that the comparison of results between production costs must exceed the costs incurred and as far as the comparison ratio. Increased costs are not always bad, as long as these increased costs result in a greater increase in production volume.

As for the indicators of production costs for farming, according to Gupito et al (2014), fixed costs (fixed costs), namely costs that must be incurred by farmers whose use does not run out in one production period and variable costs (variable costs), namely costs that are large and small depending on the amount production, in this study translated as follows:
1)Depreciation costs
2) Cost of fertilizer
3) Harvest costs
4) Cost of pesticides

Production result

In agricultural economics, production is the number of farm products obtained in a certain time span. The unit that is widely used is tons per year or kg per year, depending on the yield potential of each type of commodity. integrated with production. In this case it is intended that the comparison of results between production costs must exceed the costs incurred and as far as the comparison ratio. Increased costs are not always bad, as long as these increased costs result in a greater increase in production volume.

Production Result Indicator
According to Tjiptono (2008) suggests that indicators of production results include:
1) Reliability, namely the small possibility that it will be damaged or fail to use.
2) Durability relates to how long the product can continue to be used.
3) Aesthetics, namely the appeal of the product to the five senses.
4) Quantity or amount of production that can be produced by farmers.
5) Perceived quality is the consumer's perception of the overall quality or superiority of a product.

Price

Price is a product value, because it will affect the profit of producers in increasing income. According to Kotler and Armstrong (2013) the amount of money charged for an item or service or the amount of the value of money exchanged by consumers for the benefits of owning or using the product or service.

Price Indicator
According to Tjiptono (2011) suggests that there are four price indicators, namely:
1) Affordability of prices, namely the aspect of pricing carried out by producers/sellers, namely in accordance with the purchasing power of consumers.
2) Conformity of price with product quality, namely the aspect of pricing carried out by producers/sellers in accordance with product quality that can be obtained by consumers.
3) Price competitiveness, namely the aspect of price offerings given by different producers/sellers and competing with those given by other producers of the same type of product.

4) Conformity of price with benefits, namely the aspect of pricing carried out by producers/sellers in accordance with the benefits that can be obtained by consumers from the products purchased

Maintenance

Maintenance (maintenance) is a combination of various actions taken to maintain an asset and repair it so that it is always ready to use to carry out productivity effectively and efficiently in accordance with standards (functional and quality).

According to Sofjan (2016) Maintenance is an activity to maintain or maintain product facilities or equipment and make repairs or adjustments or replacements needed so that there is a satisfactory production operation activity according to what was planned.

Maintenance Performance Indicator
According to Campbell (2011) measurement of maintenance performance is divided into five aspects, namely:

1) Productivity
   The productivity maintenance index is carried out to measure maintenance use of resources, including labor, materials and equipment.
2) Organization
   This maintenance performance measurement indicator is used to measure the effectiveness of an organization and maintenance planning activities.
3) Maintenance efficiency
   This measurement is performed to track maintenance ability to keep up with the workload.
4) Fees
   Many factors affect the cost of providing services. In many companies, reducing maintenance costs is an option in some cases. However, by reducing its own costs, it certainly will not achieve organizational goals. Both corporate and maintenance missions and objectives must be taken into account. One way is to relate maintenance costs to the overall cost of production or product lines produced to the number of units produced.
5) Quality
   Quality assessment to see how often the problem occurs repeatedly and how the maintenance party fixes the problem. The maintenance department can collect and measure this data in several ways, one of which is the use of CMMS.

III. Methodology

Data Analysis Methods

Data analysis method is a method used to manage research results in order to obtain an instrument and the conclusions to be reached. The analytical method used in this research is a quantitative descriptive analysis method.

The quantitative descriptive method is a technique that describes and interprets the meaning of the data that has been collected by paying attention and recording as many aspects as possible of the situation under study at that time, so as to obtain a general and comprehensive picture of the actual situation. namely describing the dominant factors that affect the income of oil palm farmers in KotoBoyo Village.

Data Analysis Tools

Likert Scale

According to Sugiono (2011) the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. With a Likert scale the variables are translated into variable indicators. Then the variable indicators are used as benchmarks for instruments in the form of questions and answers. The answer to each item uses a Likert scale which has 5 levels, namely:

1. Strongly Disagree = (Score 1)
2. Disagree = (Score 2)
3. Undecided = (Score 3)
4. Agree = (Score 4)
5. Strongly Agree = (score 5)

Index Scale

According to Husein Umar (2001), the analysis tool is carried out using index values, namely by determining the value of the class size as follows:
Maximum Score : 5
Minimum Value : 1
Scale Range = (maximum value –minimum value)
Number of indexes

$$= \frac{(5 - 1)}{5}$$

= 0.8
So the assessment index table is as follows:
Table. 1 Interval Scale Range

Index value	**Statement**
$1,0 \leq x \leq 1,80$	no effect
$1,80 < x \leq 2,60$	no effect
$2,60 < x \leq 3,40$	quite influential
$3,40 < x \leq 4,20$	Influential
$4,20 < x \leq 5,0$	very influential

IV. **FINDINGS AND DISCUSSIONS**

From the results of research that has been conducted on 49 respondents through distributing questionnaires and interviews to obtain the tendency of respondents' answers to the dominant factors affecting the income of oil palm farmers in Koto Boyo Village, with 4 (four) variables, namely production costs (X1), production yields (X2) , price (X3), and maintenance (X4). The 4 (four) variables that affect the income of oil palm farmers in Koto Boyo Village through the answers to the questionnaire are as follows:

Table 2 Respondents' Responses About the Dominant Factors Affecting the Income of Oil Palm Farmers in Koto Boyo Village, Batin XXIV District

No	Variabel	Scale Range	
1	Production cost	3,63	Influential
2	Production result	3,82	Influential

3	Price	4,25	very influential
4	Maintenance	3,79	Influential

Source: primary data processed in 2022

From the table above it can be seen from the four variables that affect the income of oil palm farmers (Y) in Koto Boyo Village, including production costs, production yields, prices and maintenance, it can be determined that the dominant factor is the price variable (X3) with a scale range of 4.25 which means meaning that the price which includes the price of fresh fruit bunches (FFB), the price of equipment, the price of fertilizers and pesticides as well as labor wages greatly affect the income of oil palm farmers in Koto Boyo Village.

V. Conclusions and Recommendations

Conclusion

From the results of the discussion of the scale range, it can be determined that the dominant factor influencing the income level of oil palm farmers in Koto Boyo Village is price with a total index of 4.25.

Suggestion

It is recommended for all oil palm farmers to pay more attention to maintaining oil palm plantations with various efforts such as fertilizing and clearing the land so that the production yield (FFB) produced can be increased and optimal.

Reference

1. Abdillah Boyke Adam. 2020. The Effect of Machine Maintenance and Work Environment on Employee Productivity. Tasikmalaya: Siliwangi University.
2. Aprilia Mia. 2019. The Influence of Production Costs and Selling Prices on Farmers' Income According to the Prespective of Islamic Economics. Lampung: UIN Raden Intan.
3. Damanik Arman Joni. 2014. Analysis of the Factors Influencing Income of Rice Farmers in Masaran District, Sragen Regency. Economics Development analysis Journal 3 (1) (2014), 217-220.
4. Garatu Timothy. 2010. Profit Analysis of Paddy Farmers in Toinasa Village, Pamona Barat District. EKOMEN Journal, Vol. 10 No. Sept. 2, 2010. 47-50.
5. Harmanto. 2017. Cost Accounting-Systems of Historical Cost. Yogyakarta: ANDI & BPFF.
6. Istiqamah Nur Alifiyah. 2019. Factors Influencing Potato Farmers' Income (Case Study of Kandreapia Village, Rompio Pao Village, Gowa Regency. Makassar: Muhamadiyah University Makasar.
7. Juanda Medan. 2018. Analysis of the Factors Affecting the Income of Oil Palm Farmers in Karossa Village, Karossa District, Central Mamuju Regency, West Sulawesi. Makassar: Muhammadiyah University of Makassar.
8. Karmini. 2018. Economics of Agricultural Production. Samarinda: Mulawarman University Press.
9. Nuraini Ida. 2016. Introduction to Macroeconomics. Malang: Muhammadiyah University of Malang.
10. PahanIyung. 2021. Palm Oil Cultivation Guide for Planters. Jakarta: Independent Spreader.
11. Pristyadi Budiyono & Sukaris. 2019. Economic theory: Practical Theoretical Approach Equipped with Questions. Sidoarjo: IndomediaPustaka.

CHAPTER 6

The Impact of Perceived Usefulness and Perceived Ease of Use toward Intention to Buy Food Online by Menu Informativeness as Moderator of Pizza Hut Indonesia Native Application

Dr. Ir. Amelia Naim INDRAJAYA
Sekolah Tinggi Manajemen IPMI
amelia.naim@ipmi.ac.id
Orcid: 0000-0001-9021-902X

Dwi Rendra Jaya
IPMI International Business Schools
Rendra.Jaya@ipmi.ac.id
Orcid: 0000-0002-1865-1659

ABSTRACT

PT Sarimelati Kencana, TBk. as the Pizza Hut brand holder in Indonesia, always innovates to keep up with the times. The company launched the Pizza Hut Mobile Application. Currently customer preferences are shifting to buying products through mobile applications, so the launch of the Pizza Hut Application is a step that must be taken. In addition, the company's Technology with its super apps containing various services has become part of the customer's lifestyle. The Food Aggregator services of such apps help companies earn additional revenue. But on the other hand, the fees charged by Food Aggregators to companies are also likely to increase, and the development and maintenance of native apps also require substantial investment. As of the first quarter of 2022, sales from Food Aggregators still far dominate online sales. Sales from enterprise apps are only about 10% of the total online sales. This paper is a conceptual paper that develops a research framework based on previous research results. By analyzing the effect of perceived usefulness and perceived ease of use on online food purchase intention with menu informativeness as moderation, it is hoped that it will be able to contribute ideas for further research, especially in the field of marketing management related to the online food delivery model. The results of this study are expected to provide input to company management in increasing sales through providing online applications that are easy to use and provide benefits to users.

Keywords: Pizza Hut Indonesia, Perceived Usefulness, Perceived Ease of Use, Intention to Buy, Menu Informativeness

INTRODUCTION

The advancement of increasingly advanced digital technology has undoubtedly had a significant competitive impact on business, one of which is the food delivery industry. The emergence of various types of food delivery applications makes it simple for consumers to obtain the food and beverages they desire without having to go directly to the location where the food or beverage is sold. Of course, the current pandemic conditions support this.

Food delivery services were in high demand in Indonesia during the Covid-19 pandemic. According to the findings of a survey conducted by the Demographic Institute of the Faculty of Economics and Business, University of Indonesia, the most performed activity during pandemic was ordering food through an application (92%).

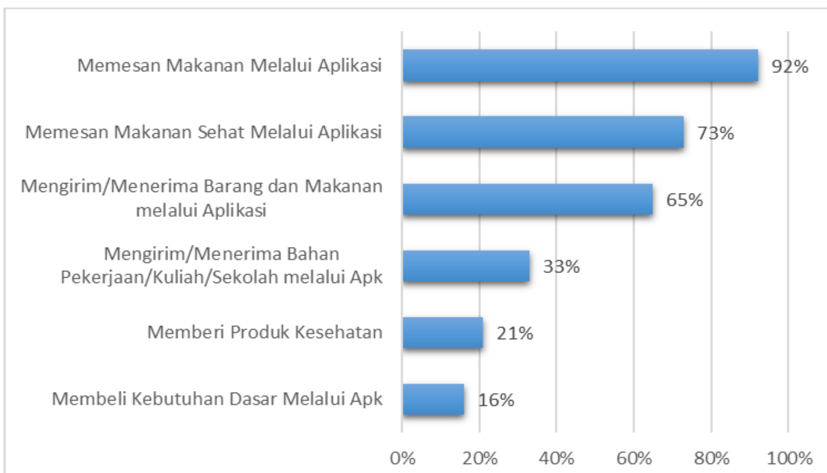


Figure 1. Activities During a Pandemic (Demographic Institute of the Faculty of Economics and Business, University of Indonesia, 2021)

Pt. Sarimelati Kencana, Tbk is one of the food companies that uses food delivery apps as a marketing tool to support product sales in the current digital era. PT. Sarimelati Kencana, Tbk released the Pizza Hut Mobile App, which combines the PHD and Pizza Hut applications into a single app. The ability to refresh the interface is a strength of these mobile Apps. This Mobile Apps adds a channel for online orders that were previously done through the Hotline and Website, both of which saw significant year-over-year declines.

As the number of mobile phone users grows, customer preferences shift to mobile applications, where aggregators with super apps are a major force that also significantly helps restaurants increase sales.

Pizza Hut also observed a shift in the trend of online orders and how this shift resulted in a shift in the income structure. On the one hand, the aggregator is extremely beneficial; however, the fees charged by the aggregator to restaurants tend to rise as the aggregator's bargaining position strengthens. For large restaurants, developing a mobile app is a viable option.

There are numerous benefits to having your own application, but it does require a significant investment. However, two things are certain: the native application from the restaurant, for which there is no need to pay a fee to the aggregator company, and consumer data, which is only owned by the company in question, allowing for tailor-made promotions based on the activities and preferences of consumers.

Brewer and Sebby (2021), Sofia et al. (2021), and Nguyen et al. (2021) have all conducted extensive research on the use of food delivery in the restaurant industry (2021). The ease with which the application can be used, as well as the rewards associated with using the program, the benefits of using the application, the level of risk associated with using the application, and the user's trust in the company, are all factors that influence the user's intention to buy food online. However, there is still a research gap because the model studied did not include the informativeness menu as a factor that can weaken or strengthen the relationship between perceived usefulness and perceived ease of use in relation to the intention to buy food online.

In Indonesia, there are three big players in the online food delivery business, including Go-Food, which is owned by Indonesian start-up Gojek and Grab-Food, which is owned by a Singaporean startup, Grab. Seeing the increasing interest in shopping for staples and food through e-commerce, Shopee is now a competitor to Gojek and Grab, known as Shopee Food.

According to Snapcart Indonesia's research, GrabFood is the most widely used food delivery application. According to research, 82% of restaurants and food-beverage shops use the GrabFood app for their services, followed by GoFood (71%), and ShopeeFood (28%).

Figure 2. Use of Food Delivery Apps in 2021

The condition of high usage of the Aggregator App is still far behind the three online food applications above. This is one of the attractions for researchers to examine the factors that influence the intention to buy online food of aggregator applications of pizza hut. This is as seen in the table below.

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Channel	Net Sales	Net Sales	Net Sales	Net Sales	Net Sales	Net Sales	Net Sales	Net Sales	Net Sales
IN-STORE	63,24%	55,56%	64,80%	57,39%	52,47%	52,74%	53,15%	49,10%	46,82%
AGGREGATOR	31,90%	38,58%	30,33%	37,94%	42,32%	41,33%	39,99%	45,17%	45,47%
OWN APP	4,00%	4,91%	4,13%	3,94%	4,59%	5,13%	6,31%	5,27%	7,36%
CALL CENTER	0,85%	0,95%	0,74%	0,72%	0,62%	0,80%	0,55%	0,46%	0,35%
	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%

Table 1. Data Sales Pizza Hut by Sales Channel

Based on the problem identified about Pizza Hut mobile application the research questions are as follow:

1. Does perceived usefulness affect the intention to buy online food of native applications of pizza hut
2. Does *perceived ease of use* affect the intention to buy online food of native applications of pizza hut?
3. Does perceived usefulness affect the attitude of native applications of pizza hut?
4. Does perceived ease of use affect the attitude of native applications of pizza hut?
5. Does the informativeness menu moderate the effect of attitude on the intention to buy online food of native applications of pizza hut?

Based on the formulation of the problem above, the objectives of this study are as follows:

1. Analyze the effect of perceived usefulness on the intention to buy online food of native applications of pizza hut?
2. Analyze the effect of perceived ease of use on the intention to buy online food of native applications of pizza hut?
3. Analyze the effect of perceived usefulness on attitude of native applications of pizza hut?
4. Analyze the effect of perceived ease of use on attitude of native applications of pizza hut?
5. Analyze the effect of attitude on the intention to buy online food by menu informativeness as moderation of native applications of pizza hut?

LITERATURE REVIEW

1. Technology Acceptance Model

Davis' technology acceptance model, which was widely used until recently, is a powerful tool for describing the critical elements that occur when users adopt new devices or technologies for data communication in the field. It is a simple but extremely delicate framework for describing user activities based on the theories of reasoned action (TRA) and planned behavior (TPB).

TAM has been used in previous studies to investigate the adoption of information and communication technology (ICT). The framework was used to investigate the factors that influence the adoption of new technology in computing, IT services, and software (Cho et al., 2021). According to Davis, the two key variables in the framework, perceived usefulness, and perceived ease of use, directly or indirectly influence users' attitudes and intentions toward new technologies, services, and systems (1989).

2. **Perceived Usefulness**

   The extent to which a person believes that using a specific system will improve his or her job performance" (Davis, 1989). As a result, whether a person intends to use the technology is influenced by their attitude.

3. **Perceived Ease of Use**

   The degree to which a person believes that using a specific system would be painless" (Davis, 1989). In other words, it is a person's belief that using information systems is simple and requires little effort on the user's part (Nursiah, 2017).

4. **Intention to use Technology**

   Intention is a user's desire to use a specific technology's behavior and have a positive perception of it (Xu & Wang, 2021). In the meantime, Joo. Y.J. et al. (2018) stated that Intention to use technology can be defined as the degree to which the user wishes to use technology in the future. In other words, a person's attitude toward technology, such as his motivation to continue using or to motivate other users, can predict the extent of his technology use (Nursiah, 2017).

5. **Actual Technology Usage**

   According to Davis (1989), actual system usage is a type of external psychomotor response that can be measured from a person with real use. Davis went on to say that Actual System Use is a real behavior in adopting a system.

6. **Menu Informativeness**

   Marketing stimuli that have influenced consumers' food desire, perceived convenience of online food ordering, and purchase intentions (Brewer & Sebby, 2021)

Framework

Based on the phenomena that occur, the existing theoretical basis, and supported by previous research, it can be obtained a framework like the one in Figure 1.2 below:

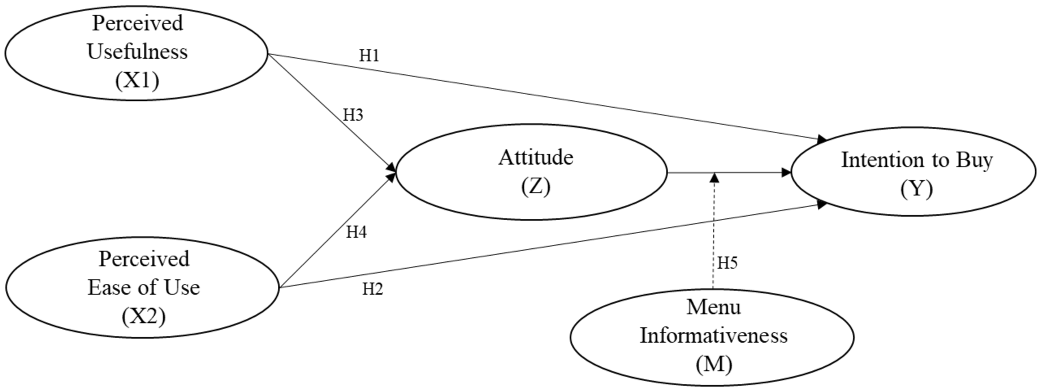


Figure 3

Framework

Hypothesis

From the results of these thoughts, the hypotheses to be tested in this study are as follows:

1. H1: Perceived usefulness affects the intention to buy online food of native applications of pizza hut.
2. H2: Perceived ease of use affects the intention to buy online food of native applications of pizza hut.
3. H3: Perceived usefulness affects the attitude of native applications of pizza hut.
4. H4: Perceived ease of use affects the attitude of native applications of pizza hut.
5. H5: Attitude affects the intention to buy online food by menu informativeness as moderation of native applications of pizza hut.

METHODOLOGY

This study employs a quantitative approach, and the type of research employed is explanatory research, which aims to analyze the effect of independent variables (perceived usefulness and perceived ease of use) on the dependent variable (intention to buy), with (attitude) serving as the mediating variable and (menu informativeness) serving as the moderating variable. The Native Application at Pizza Hut is the subject of this investigation.

The study was cross-sectional (cross-sectional) because data were collected once and only once by distributing questionnaires to respondents (Cooper and Schindler, 2016). The data was collected through a survey in which the researcher used a questionnaire instrument to obtain data from the research subjects quickly. The survey method involves conducting research on multiple individuals or units at the same time, either through a census or by using samples (Cooper dan Schindler, 2016).

The population is the total collection of elements that are expected to be studied and then conclusions drawn, with the elements in the population being the participation of individuals or a known object (Cooper and Schindler, 2016). This study's population consists of Pizza Hut brand users of Native Applications. Purposive sampling is used to select samples, and the samples are chosen based on the criteria established by the researcher.

Primary data is used to collect information for this study. The goal of collecting primary data is to directly examine the variables perceived usefulness, perceived ease of use, intention to buy, attitude, and menu informativeness.

Using a questionnaire distribution technique, the primary data in this study were obtained directly from employees who use the Pizza Hut brand's Website or Native Application. Based on the questionnaire that has been prepared, a validation test is carried out on the questionnaire.

A. Pre-Validity Test (30 respondents)

Variabel	Indicators	R Count	r Table	Conclusion
Perceived Usefulness	PU1	0,908	0,361	Valid
	PU2	0,938	0,361	Valid
	PU3	0,761	0,361	Valid
Perceived Ease of Use	PEOU1	0,774	0,361	Valid
	PEOU2	0,892	0,361	Valid
	PEOU3	0,821	0,361	Valid
Attitude	AT1	0,893	0,361	Valid
	AT2	0,827	0,361	Valid
	AT3	0,901	0,361	Valid
Menu Informativeness	MI1	0,869	0,361	Valid
	MI2	0,860	0,361	Valid
	MI3	0,740	0,361	Valid
Intention to Buy	UTB1	0,962	0,361	Valid
	UTB2	0,918	0,361	Valid
	UTB3	0,876	0,361	Valid

The results of the validation and reliability test on 30 respondents showed results that were in accordance with the hypothesis. Based on the results of the validity test per test that has been conducted on 30 respondents. It is known that each question on the variables of perceived usefulness, perceived ease of use, attitude, menu informativeness, and intention to buy shows the value of r count greater than r table (0.361). These results indicate that the data is valid so that all questions are suitable for use in further research.

B. Reliability Test

Variabel	Cronbach's Alpha	Conclusion
Perceived Usefulness	0,838	Reliabel
Perceived Ease of Use	0,763	Reliabel
Attitude	0,839	Reliabel
Menu Informativeness	0,752	Reliabel
Intention To Buy	0,906	Reliabel

Based on the results in the table above, the reliability test results of each variable have a Cronbach's alpha value greater than 0.7. These results indicate that all variables are reliable so that the data can be trusted to be used in further research.

CONCLUSION

It can be seen from the results of validation and reliability that Menu Informativeness as moderation on perceived usefulness and perceived ease of use towards intention to buy food through Pizza Hut Application in positive results. The author will conduct further studies on the number of responses according to the Cohen table needed to be able to see the real results. However, it can be understood in this initial study that the informativeness menu is a variable that has a considerable level of accuracy and consistency in its role as moderation of attitude to buy. So that in the future it is hoped that it can provide meaningful input for the company PT Sarimelati Kencana in increasing information and appropriate content on the digital menu, to increase sales on the online channel.

REFERENCES

Prawannarat Brewer, Angela G. Sebby, The effect of online restaurant menus on consumers' purchase intentions during the COVID-19 pandemic, International Journal of Hospitality Management, Volume 94, 2021, 102777, ISSN 0278-4319,

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly: Management Information Systems*, *13*(3).

Diep Ngoc Su, Nguyen An Ngoc Nguyen, Ly Ngoc Thi Nguyen, Tuan Trong Luu & Duy Quy Nguyen-Phuoc (2022) Modeling consumers' trust in mobile food delivery apps: perspectives of technology acceptance model, mobile service quality and personalization-privacy theory, Journal of Hospitality Marketing & Management,

Maja Eriksson & Sofia Hillerborn (2022), "Direct to Consumer Business Model: Establishing Guidelines for Online D2C Customer Experience". Thesis of Master of Science in Business Administration – 2022.

Nursiah, 2017. Pengaruh Perceived Ease of Use dan Perceived Usefulness Terhadap Behavior Intention to Use. Jurnal Elektronik Sistem Informasi dan Komputer. Vol. 3, No. 2 ISSN: 2477-5290. E-ISSN: 2502-2148.

Alinda Devi Sofia, Septhara Adhityo Rohman, & Harmon Chaniago. (2021). Analysis of the Effect of Using Food Delivery Services Applications on the Sales of SMEs During the COVID-19 Pandemic (Study in Bandung City) *International Journal Administration Business & Organization*, *2*(1), 44-50.

Lu, Yaobin & Zhou, Tao & Wang, Bin. (2009). Exploring Chinese users' acceptance of instant messaging using the theory of planned behavior, the technology acceptance model, and the flow theory. Computers in Human Behavior

Xun Xu, Yuqian Lu, Birgit Vogel-Heuser, Lihui Wang,Industry 4.0 and Industry 5.0 Inception, conception and perception, Journal of Manufacturing Systems, Volume 61,2021.

CHAPTER 7

The Effect of Perceived Employer Branding in The Relationship Between Job Hopping Intention & Behavior: Jakarta Millenial Employees

Muhammad Reza Sjafika
Dr. Ir. Firdaus Basbeth, MM.
Sekolah Tinggi Manajemen IPMI, Indonesia
ORCID ID: 0000-0003-1874-7279

ABSTRACT

The Millennials Generation has become the beacon to Accelerate economic growth— as they slowly becoming a majority for the working force & may become the country's future holder. Especially in Greater Jakarta. While there are advantages and disadvantages due to various aspects, Managing and Retaining Millennials seems more difficult because of their Job-Hopping Behavior as the employees may move to another company voluntarily within 2-5 years. This research examines the Millennials behavioral intention to do so in Job-Hopping, focusing on what drives them and hold their intention by utilizing extended Theory of Planned Behavior that consist of Perceived Behavior Control, Subjective Norm and Attitude Towards Behavior moderated by Employer Branding. A total of 214 questionnaires distributed by using online surveys, targeting people who are age 21-32 who has left their respective companies within 2 years that is living in the Greater Jakarta area. Data were analyzed using PLS-SEM method and SPSS. The result of this study is that Attitude towards Behavior, Subjective Norm, Perceived Behavioral Control, positively affect Job Hopping Intention. While Employer Branding negatively affects Job Hopping Behavior. The study found out that Employer Branding has no significant effect on Job Hopping Behavior.

Keywords: *Millenials, Theory of Planned Behavior, Employer Branding, Job Hopping Intention, Job Hopping Behavior*

INTRODUCTION

According to the BAPPENAS statement (2017), In 2030-2040, Indonesia is predicted to experience a period of demographic bonus, in which the population of productive age (aged 15-64 years) in the Percentage of 70.72% (Afandi, 2017). This notes that most of the Indonesian population is dominated by Millennial Generation. The proportion of the Millennial Generation itself is already 25.87 percent/69,38 million of the total population of Indonesia. his generation is included in the productive age, which can be an opportunity to accelerate economic growth—adding a statement that the Millennial generation in Indonesia is slowly becoming a majority in the working force. However, while recruiting millennials for diverse positions may be easier, managing and retaining them seems more difficult (IDN, 2019). With so many concerns with their behavior, one of the biggest issues with millennials is their high turnover intention. Then Millennials were known for their job-hopping behaviors, which have given them a bad reputation (Larasati, 2020). As Employees in Generation Y are always looking for something new and better, which leads to Job hopping (Gloria Chepseba et al., 2018).

Job hopping has evolved into a serious challenge in today's job economy (Dharmawansha & Thennakoon, 2014). As millennials or Generation Y, they are the ones who contribute now for the future (DelCampo et al., 2011, as cited in Dharmawansha & Thennakoon, 2014). For example, according to NBCNews.com Chatzky (2018) stated that job-hopping is like aspirin. A little can be beneficial and healthy; too much can be really bad.

With all the options and resources. millennial’s Job Hoping-intention must be investigated since they highlight the need to deal with employer retention variables that differ from earlier generations (Hassan et al., 2020). Hence, by identifying their intentions of Job-hopping, using TPB that consists of millennials' attitude towards Job-hopping, also their Subjective norms for possible external factors and opinions from outside their conscious, and lastly their Perceived job opportunity/ the easiness of obtaining a new job because of all the ease of access. Moreover, previous research most of the time adds other additional predictors like organizational commitment, job satisfaction, job embeddedness, etc. however, while the work situation should have integrated communication between each generation, most companies still successfully in engaging millennials in the workplace because of the lack of understanding how millennials view their life situation.

Researchers want to know the additional moderating factor of Employer Branding could determine if the Employer Branding Strategy that their current companies gave could reduce their Job-Hopping Intention as the same strategy may previously able to attract them to join their current company. However, in this research, the focus will only be on the intention and behavior to leave. Moreover, TPB seems to be most predictive amongst the young, fit, and affluent when predicting self-reported behavior over a short term (Mceachan et al., 2011, as cited in Sniehotta et al., 2014). In the case of the TPB dimension, the previous research has also explained the connection. e.g. Ajzen & Fishbein (1980) found that employees' intention to leave was affected by their attitudes, while Yakasai & Jusoh (2015) suggests that a person's behavioral intentions are strongly affected by their level of confidence in carrying out actual behavior (Ayu et al., 2019). According to Dominguez et al., (2018), not only attitude, the employee who feels pressured thoughts of others are significant (such as family, friends, colleagues, and direct superiors) towards an individual, may result in them hopping their work that may be affected by the Subjective Norm. It is also stated in the previous research that perceived behavioral control positively affects intention to behave where employees have confidence in their abilities and resources so they feel they have the opportunity to work elsewhere (Ayu et al., 2019). Meaning that 3 determinant factors can be assumed could be the indicator of employee intention to Job-Hop.

There is also a lot of reconsideration of Employer Branding strategies, there is a good effect for the company to retain their employees, but it may not as good as it sounds. In some cases, the act of employee retention may be backfired for the company. Psychologically, for employees, it means that they may feel needed and wanted. Therefore, for employees it could turn them to be more demanding, such as higher pay however, it still should be something that they should consider. While other aspects like the Employer Branding strategy that gives value to the employees may be able to make them stay longer as they may feel like they got all the facilities and knowledge to grow further, as well as giving a good work-life balance. However, it is suffice to say it may come back as their increasing confidence could also become backfired.

The moderating factor will give a better perspective for the company's action to prevent job hopping. Therefore, this research may help employees to look deeper into why their intention appears and how to control them, and vice versa for employers to help them construct a better brand for their company in terms of retainment and their employment brand to understand what is the aspects that really matter so they could allocate their expenditures on the more effective and precise way.

By understanding the effect of TPB with moderating factor Employer Branding for employees, the researcher would like to identify the determinant of encouragement and discouragement of intention to behavior. To summarize, job hopping refers not only to people changing jobs but also to the length of time they remain at a business and the frequency with which they move from one organization to another. After reviewing different research, the researcher observed that Work life balance has become the newest determinant for Employer Branding along with Developmental Values, Interest Values, and Application Values and among other value along with Job Hopping behavior in Generation Y with the Theory of Planned Behavior, was yet remained unstudied. What factors play the most significant role in increasing job-hopping behavior in generation Y employees, especially in the Jakarta area. Not mentioning concerns about the attitudes of the millennial generation when it comes to working. In this study, my aim is to understand the perception and conception of job-hopping intention from the perspective of employees in the Jakarta Area by looking at their intention by using TPB with moderating factors Employer Branding

LITERATURE REVIEW

Attitude towards Behavior (ATB)

The general definition for attitude is the degree of favor or disfavor on a psychological object (Ajzen & Fishbein, 1975; Eagly & Chaiken, 1993). Regarding the TPB model, Ajzen (1991) defined attitude as “the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question”. Similarly, Borhan et al. (2019) stated that attitude is evaluated by positive and negative feelings, as well as fulfilling and distressing feelings.

Subjective Norm

According to Ajzen (1991), the subjective norm is defined as “the perceived social pressure to perform or not to perform the behavior”. More precisely, the subjective norm is a pressure on an individual from a person or group that is important to the individual regarding a specific behavior (Belanche, Casaló, & Flavián, 2019; Bianchi et al., 2017). This means that if individuals think that key referents will approve of their behavior, they will experience a social obligation to adopt it. In the marketing and tourism literature, the importance of subjective norms as a driver of behavioral intentions is well known (Hasan, Abdullah, Islam, & Neela, 2020).

Perceived Behavioral Control

The difference between TRA and TPB is the existence of perceived behavioral control as the antecedent of behavioral intention and behavior. According to Ajzen (1991), PBC is defined as “the perceived ease or difficulty of performing the behavior and it is assumed to reflect past experience as well as anticipated impediments and obstacles”. Perceived behavioral control is another factor that affects behavioral intention, which shows a person's past experiences, anticipated obstacles, and resources (i.e., opportunity, time, money, and expertise) that are required to perform a particular behavior (Ajzen, 1991).

Intention & Behavior (TPB)

The desire to do the activity is described as intention. Intentions aren't always fixed, and they might shift over time. Because the idea of intention is connected to an individual's willingness or effort to accomplish something in a specific way, the theory of planned behavior gives a theoretical framework that is highly effective for forecasting employees' intention to quit (Ayu et al., 2019). Therefore, TPB can define the main Intention or the leading cause in explaining employees' intention to leave. The theory of planned behavior has been effectively utilized to forecast the performance of behavior and intentions in various scenarios (Chang, 1998). According to the theory of planned behavior, there is a collection of beliefs that deal with the existence or lack of necessary resources and opportunities among the beliefs that ultimately decide intention and action (I. Ajzen, 1991).

Employer Branding

Ambler and Barrow (1996) coined the phrase "employer branding," defined as "the set of functional, economic, and psychological assistance supplied by employment, and associated with the employing organization." Employers must focus on the growth of their personnel in order to maximize the firm's productivity and maintain employee loyalty (Hadi & Ahmed, 2019). This is due to the fact that today's employees are mainly concerned with their own personal growth. Employers will be able to keep their staff as well as attract new talent more efficiently as a result of this. Especially In the "battle for talent," companies are struggling to attract and retain employees (Michaels, Handfiels-Jones, and Axelrod, 2001 as cited by Aln et al., 2014).

Job-Hopping Factors

Job-hopping is influenced by two factors, intrinsic (from inside the person) and extrinsic (from outside of the person). Intrinsic elements influence their views on job-hopping and how long they expect to stay with the same firm before leaving. The explanations include strained relationships between employees and management, family issues, unsuitable corporate cultures, age (the younger the employee, the more ready they are to leave), and a lack of balance between their personal and professional lives. Akmar et al. (Akmar et al., 2017)) discussed their attitudes toward job-hopping and how long they expected to stay with the same business before leaving. The first is a sense of accomplishment that aspires to greater employment possibilities, more independence, creativity, moral values, responsibility, promotion, and further development of their abilities. Extrinsic factors consist of a low level of work engagement, higher income offered by other companies, a clear career path, and the tendency to learn new things. Akmar et al. (Akmar et al., 2017) clarified extrinsic aspects such as money, job security, authority, coworker, supervising, policy, conditions, and variety demonstrating that extrinsic rewards can help and motivate people to deliver skills and extra abilities. External awards can be used as a source of positive feedback, allowing employees to be aware of their performance and get consistent reinforcement.

Table 1. Operational Variable

Variable	Definition	Dimension	Measurement item	Source
Perceive Behavior Control (X1)	Perceived behavior control refers to having control over completing a specific activity and	PBC1	*The Difficulty in performing a behavior in my previous job, is somewhat a factor that make me have the intention to do the job- hopping*	(Chang, 1998)
		PBC2	*Job Opportunity that I found outside my previous job is somewhat make me have the intention to do Job Hopping*	(Hooft et al., 2004)

Variable	Definition	Dimension	Measurement item	Source
	analyzing the intention to do that behavior (Ajzen, 2006).	PBC3	*The easiness of obtaining a new job because of all the ease of access of looking for a new job nowadays (e.g Linkedin, Jobstreet etc.) somewhat makes me have the intention to do job hopping*	(Feng & Angeline, 2010)
		PBC4	*I know my capacity (Self-efficacy) very well and its somewhat make me have the intention do job-hopping*	(Low & Pt, 2018)
Subjective Norm (X2)	Subjective Norm is perceived social pressure or overall societal pressure that individuals feel when engaging in the real conduct they see (Ajzen, 2002).	SN1	*Friends, family, colleagues, employers, or any part of the company somewhat give me the influence to do Job Hopping*	(Ayu et al., 2019)
		SN2	*A stronger justification (greater support to leave) from other person makes me have a greater intention to do job-hopping*	
		SN3	*The organizational culture in my previous company, somewhat make me have the intention to do job hopping*	(Costantini et al., 2019)
Attitude Behavior (X3)	ATB indicates that people provide a positive or negative appraisal or evaluation of specific work behavior (Ajzen, 2002).	ATB1	*For me: Job-hopping is:* *a. favorable / unfavorable* *b. pleasant/unpleasant* *c. annoying/nice* *d. good/bad*	Ajzen (2016)
		ATB2		
		ATB3		
		ATB4		
Intention (X)	The intention is seen to be the immediate antecedent of behavior since it	INT1	*I have the intention to do job hopping*	

Variable	Definition	Dimension	Measurement item	Source
	indicates a person's preparedness to do a specific behavior (Icek Ajzen, 2011)		*I am planning to do job hopping*	Ajzen (2011)
Job Hopping Behavior (X)	Behavioral action with Behavioral Intention can be the same. And Behavioral action comes from Behavioral Intention. (Fishbein 2021).	JHB1	*The role of the Company where I work today makes me undo the transfer of work in the near future*	Ajzen (2011)
			As a person who has ever done a job transfer, the current role of the company makes me delay the job hopping plan	(Fishbein 2021).
Perceived Employee Retention (X4)	Employers' actions in respect of valued retention factors reinforce employees' intention to stay or leave (Al-Emadi et al., 2015 as cited by Olckers & Pieter, 2018).	Developmental value	*My organization provides the foundation for future employment*	(Hadi & Ahmed, 2019)
			As an Employee, I feel good about myself as a result of working for my organization	
			I feel more confident as a result of working for my organization	
			My organization provides an experience that improves my career	
			In my organization, there is appreciation from management towards employees	
		Interest value	*my organization produces original products and services*	
			my organization provides unique work practices	
			my organization provides an exciting work environment	
			my organization uses values and makes use of our creativity	
			my organization produces high-quality products and services	

Variable	Definition	Dimension	Measurement item	Source
Perceived Employer Branding (X6)	Employers' actions in respect of valued retention factors reinforce employees' intention to stay or leave (Al-Emadi et al., 2015 as cited by Olckers & Pieter, 2018).	Work-Life Balance	*My organization offers flexible work arrangements for employees*	(Hadi & Ahmed, 2019)
			My organization looks after employees' work/life balance	
			Flexible work arrangements offered by my organization enable us to be successful on and off the job	
		Application Value	*My organization provides an opportunity for employees to teach others what i have learned*	
			My organization provides an opportunity for employees to apply what you have learned	
			My organization is application-oriented (Apply what I've learned in my company).	

According to the relationship among variables, we propose the research model as shown in Figure 1.

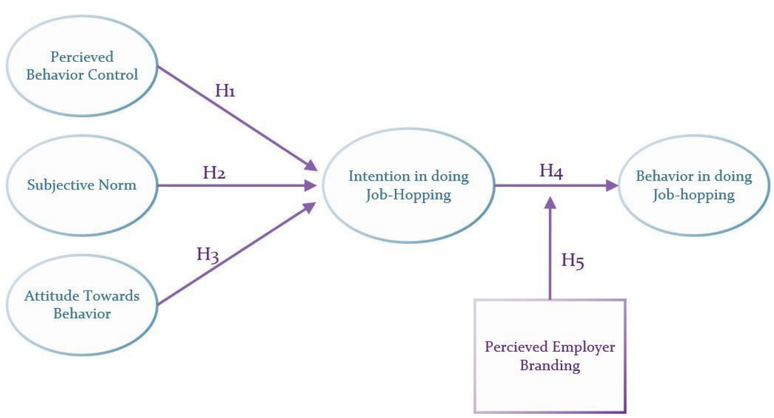


Figure 1 : The Research Model

This study's definition of job hopping appears to be people's intention or willingness to stay with a company for a short period of time. Those who intend to work longer for a company, don't have a tendency for job hopping. One's intention to quit in the coming year was used to determine whether or not that person would hop job. As a result, the length of time spent working for a company is a crucial factor in determining whether or not a person has job-hopping behaviors.

Job hopping refers not only to people changing jobs, but also to the length of time they stay in a company and the frequency of them moving from one company to another. In this study, the researcher understands the perception and conception of job-hopping intention from the perspective of employees in the Jakarta area by looking at their intention using TPB and the extended moderating factor Perceived Employer Branding. In this study, we hypothesize that :

H1: Perceived Control have a positive effect on Millennial worker intention to quit their job

H2: Behavior attitude has a positive effect on Millennial worker intention to quit their job

H3: Subjective Norm have a positive effect on millennial's workers' intention to quit their job

H4: Job Hopping Intention has a positive effect on millennial's workers Job Hopping Behavior to quit their job

H5: Perceived Employer Branding has a positive Moderating effect on Job-hopping Behavior

RESEARCH METHODS

Data were treated and screened to detect missing values and outliers or values that were out of range (J.F. Hair et al., 2010). The online survey using Google form was set to make all questions mandatory or required to be filled for all questions before submission. This study uses SmartPLS 3 as software, which is based on the Partial Least Square - Structural Equation Modeling (PLS-SEM). It is a method for building a predictive model when the factors are many and highly collide. This gives a value of R2 and indicates the significance of the relationship between constructs. The measurement model represents the relationship between the construct and the corresponding indicator variable (called the outer model in PLS-SEM). There is a criterion to estimate the measurement model which are internal consistency, reliability, convergent validity and discriminant validity (Hair Jr et al., 2016). Models are evaluated in terms of how well they predict endogenous variables. The basic criteria for evaluating a structural model in PLS SEM are collinearity, path coefficient, Coefficients of Determination (R2 value), effect Size f2 (F. Hair Jr et al., 2014).

RESULTS

Table 2. provides the demographic profile of the respondents. As the results are a high participation of young generation that have an age between 26 and 30 (45,33%) followed by between 21 – 25 (30,84%) in the present study was not surprising. The majority of millennials workplace in at Jakarta Selatan (40,19%) and Jakarta Pusat (38,32%). Respondents are having various educational background, such as Highschool Degree (11,68%), Bachelor Degree (73,36%), Master Degree (14,49%) and Doctor Degree (0,47%).

Table 2. Respondent Profile

Respondent's Demography		Frequency	Percentage
Gender	Female	89	42%
	Male	125	58%
Age	21-25 Years Old	66	31%
	26-30 Years Old	97	45%
	31-36 Years Old	51	24%
Working Location	Jakarta Selatan	86	40%
	Jakarta Timur	18	8%
	Jakarta Pusat	82	38%
	Jakarta Barat	20	9%
	Jakarta Utara	8	4%
Education	High School	25	12%
	Bachelor Degree	157	73%
	Master Degree	31	14%
	Doctor Degree	1	0%
Salary / Month	> IDR 10 million	67	31%
	< IDR 10 million	82	38%
	< IDR 5 million	47	22%
	< IDR 3 million	18	8%
Working Experience	< 2 Years	106	50%
	< 1 Year	65	30%
	< 6 Months	43	20%

Common measure to establish convergent validity on the construct level is the average variance extracted (AVE). An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators.

Table 3. Construct Reliability & Validity

Variable	Items	Outer Loading	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
ATB	**ATB1 <- ATB**	0,762	0,829	0,887	0,6
	ATB2 <- ATB	0,835			
	ATB3 <- ATB	0,803			

	ATB4 <- ATB	0,851			62
EB	**Appval <- EB**	0,819	0,883	0,912	0,723
	Wlb <- EB	0,925			
	Deval <- EB	0,785			
	Intval <- EB	0,866			
BEH	**BEH1 <- BEH**	0,937	0,838	0,925	0,860
	BEH2 <- BEH	0,917			
INT	**INT1 <- INT**	0,928	0,846	0,928	0,866
	INT2 <- INT	0,934			
PBC	**PBC1 <- PBC**	0,779	0,836	0,891	0,671
	PBC2 <- PBC	0,845			
	PBC3 <- PBC	0,822			
	PBC4 <- PBC	0,829			
SN	**SN1 <- SN**	0,859	0,840	0,903	0,757
	SN2 <- SN	0,889			
	SN3 <- SN	0,862			

All outer loadings of the 6 reflective constructs: Subjective Norm, Perceived Behavioral Control, Attitude Toward Behavior, Intention, Behavior, and Employee Branding are well above the threshold value of 0.60, which suggests sufficient levels of indicator reliability. The AVE of each reflectively measured construct should be evaluated in this research.

As shown above the AVE value of each construct are more than 0,6. This means that all constructs are appropriated and meet the convergent validity requirement. Construct reliability test measured by composite reliability criteria from the indicator block that measures the construct. The construct is declared reliable if the value of composite reliability > 0.60. From the table above, it can be seen that the six indicator variables, namely Attitude towards Behavior (ATB), Employer Branding (EB), Behaviour (BEH), Intention (INT), Perceived Behavioral control (PBC), Subjective Norm (SN) provide a value of Cronbach's alpha > 0.60. From the results of the SmartPLS output, it can be seen that the questionnaire items have a value of Cronbach's Alpha if Item Deleted above 0.60 which means that all questionnaire items meet the Reliability test, then the items in each of these variable concepts are suitable for use as a measuring tool.

Table 4. Fornell-Larcker criterion evaluation

	ATB	BEH	INT	Moderating Effect 1	PBC	EB	SN
ATB	0,814						
BEH	0,302	0,927					
INT	0,340	0,785	0,931				
PBC	0,292	0,375	0,451	-0,138	0,819		
EB	0,203	0,131	0,090	0,019	0,188	0,850	
SN	0,191	0,207	0,300	-0,091	0,354	0,243	0,870

Source: Author 2022

As shown above, the square root for each AVE construct (diagonal value) are higher than any other constructs correlation, so discriminant validity was accepted. As shown above, the square root for each construct of the AVE (diagonal value) is higher than other constructual correlations, so the validity of the discriminant is accepted.

Table 5. HTMT evaluation

	ATB	BEH	INT	PBC	PER	SN
ATB						
BEH	0,251					
INT	0,281	0,645				
PBC	0,244	0,310	0,373			
EB	0,154	0,085	0.074	0,139		
SN	0,155	0,167	0,245	0,294	0,204	

HTMT approach is an estimate of what the true correlation between two constructs would be, if they were perfectly measured (i.e., if they were perfectly reliable) (Hair et al., 2017). An HTMT value below 0.90 suggests a lack of discriminant validity. When the constructs in the path model are conceptually more distinct, a lower and thus more conservative threshold value of 0.85 seems warranted (Henseler et al., 2015). The Table shows that all values of each variables are below 0,85 threshold means there no significant correlations between variables.

Table 6. Coefficient of Determination (R-Square)

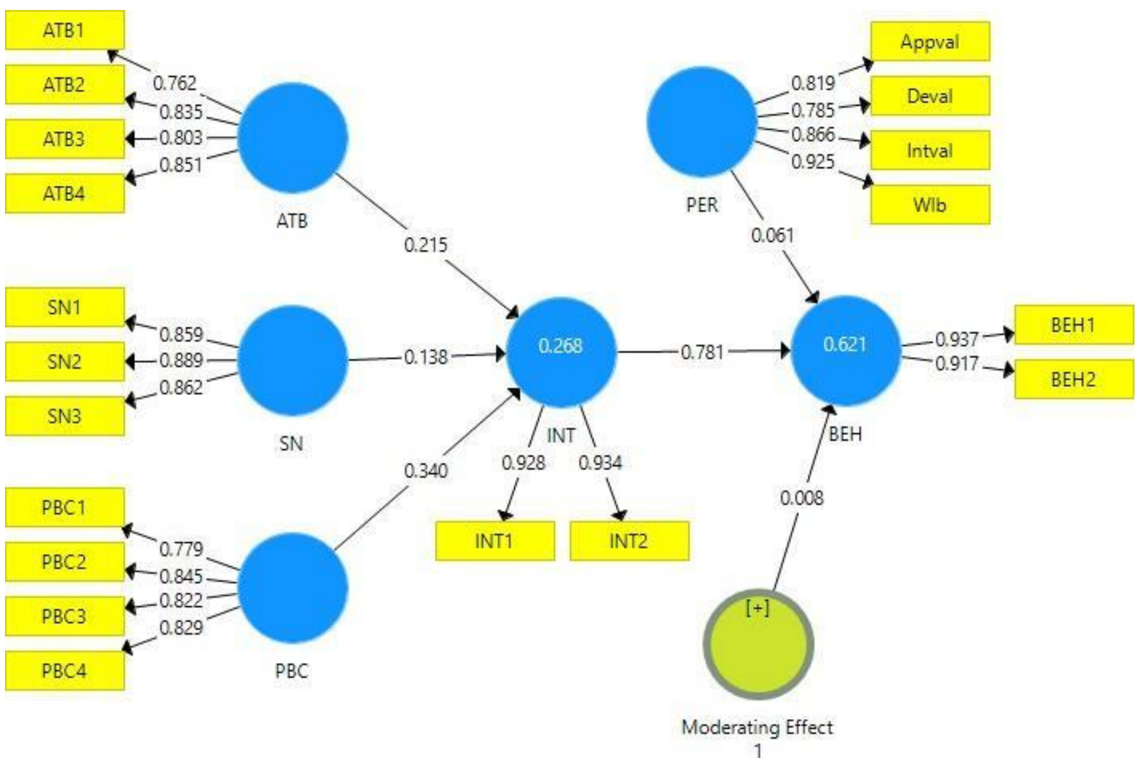
	R Square	R Square Adjusted
BEH	0,621	0,615
INT	0,268	0,258

The most commonly used measure to evaluate the structural model is the coefficient of determination (R^2 value). The coefficient represents the amount of variance in the endogenous constructs explained by all of the exogenous constructs linked to it (Hair, et al., 2017). The R-Square value of Behavior construct is 0,621 means that Intention and employee branding has a high predictive power on Behavior. However, the Intention construct has 0,268 which means Attitude toward Behavior, Subjective Norms and Perceived Behavioral Conrol Construct have a weak predictive power on Intention. From the results of regression calculations, it can be seen that the coefficient of determination (adjusted R2) obtained is 0.615.

The hypothesis was tested using the bootstrapping test that obtains the significance of path coefficients by calculating empirical t values, which are larger than the critical value (t distribution values). Hypotheses testing was carried out using the bootstrapping technique in SmartPLS3 to assess path coefficients' significance and t values. Using two tailed tests are 1.96, with significant level 0.05 (at $\alpha = 5\%$) (Hair et al., 2017). The result is reported in Table 7.

Table 7. Hypothesis testing Result

Ha	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
H1	**PBC -> INT**	0,340	0,336	0,078	4,338	**0,000**
H2	**SN -> INT**	0,138	0,146	0,056	2,486	**0,013**
H3	**ATB -> INT**	0,215	0,216	0,061	3,550	**0,000**
H4	**Moderating Effect (EB) -> BEH**	0,008	-0,001	0,066	0,127	**0,899**
H5	**INT -> BEH**	0,781	0,780	0,055	3,313	**0,000**



DISCUSSION

The effect of Perceived Behavioral Control on Millennial's worker intention to quit their job

The first objective of this study is to analyzing the effect of behavior control on job-hoping intention of millennial worker. Based on the results of the first hypothesis testing (H1) shows that there is a positive and significant influence of variable control that millennial workers feel on the intention to quit their jobs. This is known from the perceived value of t of the variable control of 4.338 which is greater than the table t value (>1.96) and the significance value of 0.000 which is smaller than the significance value limit of 0.05. This shows that the perceived control variable has a positive and significant effect on Jakarta Employees reason for their Job Hopping.

Perceived behavioral control refers to an individual’s perceptions of the presence or absence of the requisite resources or opportunities necessary for performing a behavior. When resources and opportunities support individuals to do job-hopping, individuals tend to do it. Moreover, the employee's decision to continue with his current company or to look for opportunities elsewhere depending on factors such as working conditions. As Millennials enjoyed working long hours and regarded it as necessary for their jobs and advancement (Kelan, Gratton, Mah and Walker, 2009 as cited by Jalil et al., 2015). Millennials have grown up in sensory-overloaded surroundings, necessitating immediate input and rapid results (Altimier & Boomers, 2006). At the same time, In terms of job searching, Millennials have accepted the idea that they must construct excellent resumes—and fast—because most of their workaholic parents raised them in an environment built for highly skilled labor (Wilson & Gerber, 2008).

In this case, the indicator that has the highest outer loading on perceived behavioral control is PBC2 and the statement was “Job Opportunity that I found outside my previous job is somewhat make me have the intention to do Job Hopping”. It can be concluded that respondents found that outside job opportunity that offered to them make them tend to leave their current company but it doesn’t the main reason that caused it. The main reason based on descriptive analyze, it’s because of their salary/wages, relationship between them and the management and unsustainable organization culture.

The effect of Subjective Norm on Millennial’s worker intention to quit their job

Based on the results of testing the third hypothesis (H3) shows that there is a positive and significant influence of variables The subjective norms of millennial workers on the intention to work from their work. This is known from the value of t of the variable of the subjective norm of 2.486 which is greater than the table t value of 1.96 and the significance value of 0.013 which is smaller than the significance value limit of 0.05. This shows that the variable attitude of millennial workers' behavior has a positive effect on the intention to quit their job.The SmartPLS output shows a positive and significant effect in the relationship between subjective norm and intention to quit the job.

The social environment such as the support of superiors or coworkers and the support of social networks can affect satisfaction at work which later satisfaction will affect the intention of employees to leave the company (Judge & Mueller, 2012). In line with the research conducted by Dominguez et al., (2018), also revealed that social factors are involved in an individual's intention to leave his job. As a globally conscious age, many Millennials appear to seek out employers that share their ideals deliberately. Some believe that their *desire to make a difference* in the world impacts their *professional choices* (Ehlert et al., 2013 as cited in Okros, 2019). Although Generation Y is well recognized for having its own set of beliefs, expectations, conceptions of authority, and the ideal work environment (Yahya et al., 2015) Millennials also more worried about income disparities, the environment, and other political and social concerns (Okros, 2020). That is why they tend to have a *strong sense of morality, being patriotic, are willing to fight for freedom, are sociable, and values home & family* (Kirana et al., 2015).

The effect of Attitude Toward Behavior on Millennial's worker intention to quit their job

Based on the results of the second hypothesis test (H2) shows that there is a positive and significant influence of the variable attitude of millennial workers' behavior towards the intention to quit their job. This is known from the value of t counting the behavioral attitude variable of 3.55 which is greater than the table t value of 1.96 and the significance value of 0.000 which is more equal than the significance value limit of 0.05. This shows that the variable attitude of millennial workers' behavior has a positive effect on the intention to quit their job. The third objective of this study is to analyze the effect of attitude toward behavior on the job-hoping intention of millennial workers. The path coefficient shows a significant positive effect in the relationship between attitude toward behavior and intention to quit the job. Previous research according to Judge & Mueller (2012) stated that if negative employee attitudes toward work, then negative behavior in the workplace will increase, such as absenteeism, intention to quit the company until finally the decision to quit the company. However, when they have intention to stay results in loyalty and cohesion among employees towards their organizations. It mirrors the employee's level of commitment to his organization and the willingness to remain employed (Hewitt, 2004).

The indicator that has the highest outer loading on attitude toward behavior is ATB4 and the statement was "I find job hopping nice" Many articles stated that Millennials are worried about job security, but many would still quit over a clash of values. According to Strauss & Howe (Strauss & Howe, 2000), this is because of pressure that keeps them continuously in motion—moving, active, and purposeful, although there aren't nearly enough hours in the day to get everything done (Wilson & Gerber, 2008).

The moderating effect of Employee Branding on the effect of Intention on Behavior to quit their job

Based on the test results of the fourth hypothesis (H4) shows that there is a negative and insignificant influence of employee branding moderation variables on the relationship between intention and stop work behavior. This is indicated by a moderation effect of 0.008 with a calculated t value of 0.127 which is less than the table t value of 1.96. And the significance value shows 0.899 which is smaller than the significance value limit of 0.05. This shows that the employee branding moderation variable has a negative and insignificant effect on the intentions and behavior of stopping working for millennial workers.

The fourth and last objective of this study is to analyzing the moderating effect of employee branding on job-hoping intention and behavior of millennial worker. The previous result shows a weak (insignificant) and positive moderating effect of employee branding on the relationship between intention and behavior to quit the job. This means when the millennials workers intend to leave their job, they are mostly will do it in the future no matter what the company offered to them after.

Previous researchers such as Frian & Mulyani (Frian & Mulyani, 2018) has found factors in general generation such as salary and compensation, perceived alternative employment opportunity, employee development system, and employee involvement may affect the millennial employee turnover intention. While it is true that Millennials place a high value on income, However, also seek additional perks such as training, learning opportunities, pension, health, and other benefits, the chance to develop quickly, and acknowledgment for their achievements (Okros, 2019). Which means Developmental value, Application Value and Interest Value are essential on their perceived good work environment to help them grow. All the while Millennials also value work-life-balance as the essential subject. It is seen as a significant issue since it can influence both the employee's job and personal life. However, striking a balance between work and personal life is difficult for most employees.

The effect Job Hopping Intention on the Job-Hopping Behavior

Based on the test results of the fifth hypothesis (H5) shows that there is a positive and significant influence of the Variable Job-Hopping Intention (INT) on job hopping behavior (BH). This is indicated by a calculated t value of 14,313 which is greater than the table t value of 1.96 and a significance value indicates 0.000 which is smaller than the significance limit of 0.05. This shows that the variable Job-Hopping intention is significant and positive for the Job-Hopping Behaviour of millennial workers. The desire to do the activity is described as intention.

Intentions aren't always fixed, and they might shift over time. Because the idea of intention is connected to an individual's willingness or effort to accomplish something in a specific way, the theory of planned behavior gives a theoretical framework that is highly effective for forecasting employees' intention to do Job-Hopping.

In the TPB, the intention is seen to be the immediate antecedent of behavior since it indicates a person's preparedness to do a specific behavior (Icek Ajzen, 2011 as cited in Costantini et al., 2019). As (Yakasai & Jusoh, 2015) shows that a person's degree of confidence in carrying out real action has a significant impact on their behavioral intentions (Ayu et al., 2019).

All variables that influence an individual's specific conduct must thus, according to this theory, operate indirectly on the behavior itself through the intention. Because intentions are not always static and might change over time, the longer the time interval, the more probable a change in intention will occur (DeTienne et al., 2012). Individuals' conduct is based on their behavioral intention, according to the theory of planned behavior (TPB).

However, this research encapsulates the motivating elements that affect behavior, indicating how hard individuals are willing to try and how much effort they intend to accomplish the behavior. In this case, there is proven that There is a positive effect of Job Hopping Intention to Job Hopping Behavior (0,781) with t-value 3,31 (> 1,96) and the p-value under 0,05 (0,000), indicates that there is a significant positive effect of Job Hopping Intention to Job Hopping Behavior , which means Hypothesis 5 is accepted.

CONCLUSION

This study aims to determine the influence on Perceived Behavior Control on Job-Hopping Intention. Based on the results of the first hypothesis testing (H1) shows that there is a positive and significant influence of variable control that Jakarta Millennial workers feel on the intention to quit their jobs. This shows that the perceived Behavior control variable has a positive and significant effect on Jakarta Employees reason for their Job-Hopping Intention.

This study aims to determine the influence on Subjective Norm on Job-Hopping Intention. Based on the results of the second hypothesis test (H2) shows that there is a positive and significant influence of the variable attitude of Jakarta Millennial workers' behavior towards the intention to quit their job. This shows that the variable subjective norms of millennial workers' behavior has a positive effect on the intention to quit their job.

This study aims to determine the influence on Attitude Toward Behavior on Job-Hopping Intention. Based on the results of testing the third hypothesis (H3) shows that there is a positive and significant influence of Attitude of Jakarta Millennial workers on the intention to do job-hopping.

This study aims to determine the influence on Attitude Toward Behavior on Job-Hopping Intention. Based on the test results of the fifth hypothesis (H4) shows that there is a positive and significant influence of the Variable Job-Hopping Intention (INT) on job hopping behavior (BH) for Jakarta Millennial Employees.

This study aims to determine the influence on Moderating Job-Hopping Intention on Job-Hopping Behavior. Based on the test results of the fourth hypothesis (H4) shows that there is a negative and insignificant influence of employee branding moderation variables on the relationship between intention and stop work behavior. This shows that the employee branding moderation variable has a negative and insignificant effect on the intentions and behavior of stopping working for millennial workers.

LIMITATION

The study has two limitations. The first limitation is about the data set. The sample was collected from the respondent who lives in Jakarta area only. The respondent should also has resigned from their own respective company voluntarily within 2 years, and responded must in in the Millennials age. In terms of the research method, this study limits the number of samples to 214 and is also restricted for the people who live in greater Jakarta.

Even though this study obtained samples slightly above the minimum requirement, the relatively small sample size and the use of purposive non-probability sampling technique cause the results may not be able to represent the whole population. As the study limited the survey to people who live in Greater Jakarta, the findings may not be able to explain people's behavior toward Job Hopping Behavior and what retains them in different provinces. Another limitation is on the general data statistics that provided in various jobs that may be the reason why the employer branding strategy is not positively correlated because study takes place on simulation of large-scale Jakarta Employees in general.

Therefore, the study results can only be generalized for the area of Jakarta. The second limitation is the data collected in a concise period from February to April 2022. In terms of general demographics, researcher also limited the study of job-hopping only focused on the roles of their job, years of service and their current and previous job. While there are other data stati stics provided in the appendix, it is only for additional data statements due to preserving the quality of research.

As stated in the study's limitation, there are some suggestions for future research based on findings and methods used from the current study. Firstly, the sample could be more significant involving big cities in various island in Indonesia who has a great turnover rate. To give a better result and generalizability. It is hoped that researchers can also conduct research using a larger number of participants in order to increase the depth of knowledge related to job hopping intentions.

Meanwhile, suggestions for companies are expected to consider the welfare of their employees both in terms of salary, promotion opportunities, and skill development for millennial workers so that job hoping intentions in the company can be reduced. In addition, it can also develop other indicators in measuring research variable variables that focus on job-hopping intentions in order to provide a more comprehensive picture of the job-hopping intentions of millennial workers.

Secondly, an interesting future study could examine more respondents from generation Z, who is rumored to be more complicated than the Millennials generation. Thirdly, Hair et al. (2007) suggested that longitudinal studies are a better way to seek cause-and-effect relationships among variables at different periods, instead of cross-sectional time periods.

REFERENCES

Afandi, T. (2017). Bonus Demografi 2030-2040: Strategi Indonesia Terkait Ketenagakerjaan dan Pendidikan. *Kementerian Perencanaan Pembangunan Nasional*, 1–2.

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, *50*(2), 179–211. https://doi.org/https://doi.org/10.1016/0749-5978(91)90020-T

Ajzen, I. (2006). *Constructing a TpB Questionnaire : Conceptual and Methodological Considerations*.

Ajzen, I., & Fishbein, M. (1975). A Bayesian analysis of attribution processes. *Psychological Bulletin*, *82*(2), 261–277. https://doi.org/10.1037/h0076477

Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behaviour* (Vol. 278). Prentice-hall Englewood Cliffs, NJ. Retrieved from http://www.citeulike.org/group/38/article/235626

Ajzen, Icek. (2011). The theory of planned behaviour : Reactions and reflections. *Routledge*, *26*(9), 16. https://doi.org/10.1080/08870446.2011.613995

Akmar, M., Mohd, B., Afiqah, N., Johari, B., Awanis, N., Muslim, B., & Romle, A. R. (2017). *Intrinsic and Extrinsic Factors of Job Hopping : A Perspective from Final Year Business Student*. *35*(11), 2308–2314. https://doi.org/10.5829/idosi.wasj.2017.2308.2314

Altimier, L., & Boomers, E. (2006). Orienting the Millenials: b Why Q from the Yers. *Newborn and Infant Nursing Reviews*, *6*(3), 111–112. https://doi.org/10.1053/j.nainr.2006.07.001

Ambler and Barrow 1996

Ayu, I., Dwi, G., & Piartrini, P. S. (2019). *Effect of Job Attitude , Subjective Norm and Perceived Behavior Control on Employee Intention to Quit*. *6*(5), 89–94.

BAPPENAS (2017) Bonus Demografi 2030-2040: Strategi Indonesia terkait Ketenagakerjaan dan Pendidikan https://bappenas.go.id/index.php/id/berita/bonus-demografi-2030-2040- strategi-indonesia-terkait-ketenagakerjaan-dan-pendidikan-nnQGn

Belanche, D., Casaló, L. V., & Flavián, C. (2019). Artificial Intelligence in FinTech: understanding robo-advisors adoption among customers. *Industrial Management and Data Systems*, *119*(7), 1411–1430. https://doi.org/10.1108/IMDS-08-2018-0368

Bianchi, R., & Laurent, E. (2017). Editorial commentary: Burnout in cardiology— going to the heart of the misunderstanding. Trends in Cardiovascular Medicine. Advance online publication. http://dx.doi.org/10.1016/j.tcm.2017.07.008

Borhan, M. N., Ibrahim, A. N. H., & Miskeen, M. A. A. (2019). Extending the theory of planned behaviour to predict the intention to take the new high-speed rail for intercity travel in Libya: Assessment of the influence of novelty seeking, trust and external influence. *Transportation Research Part A: Policy and Practice*, *130*, 373–384. https://doi.org/10.1016/j.tra.2019.09.058

Chang, M. K. (1998). Predicting Unethical Behavior : A Comparison of the Theory of Reasoned

Action and the Theory of Planned Behavior. *Journal of Business*, *17*, 1825–1834.

Chatzky, J. (2018). *Job-Hopping Is on the Rise. Should You Consider Switching Roles to Make More Money?* NBCNews.Com.

Costantini, A., Ceschi, A., & Sartori, R. (2019). The Theory of Planned Behaviour as a Frame for Job Crafting : Explaining and Enhancing Proactive Adjustment at Work. *Department of Human Sciences, Verona University, Verona, Italy*, 161–177.

DelCampo, R. ., Haggerty, L. ., Haney, M. ., & and Knippel, L. . (2011). *Managing the Multi- Generational Workforce, from the GI Generation to the Millennials*. Gower Applied Business Research.

DeTienne, K. B., Agle, B. R., Phillips, J. C., & Ingerson, M.-C. (2012). The Impact of Moral Stress Compared to Other Stressors on Employee Fatigue , The Impact of Moral Stress Compared to Other Stressors on Employee Fatigue , Job Satisfaction , and Turnover : An Empirical Investigation. *Journal Business Ethics*, *110*(3), 377–391. https://doi.org/10.1007/s10551- 011-1197-y

Dharmawansha, P., & Thennakoon, D. (2014). an Exploratory Study on Job Hopping in Sri Lanka : a Study on Generation ' Y ' Employees. *Conference: 09th International Research Conference on Management and FinanceA*, 1–18.

Dominguez Torres, Luis & Stassen, Laurents & Grave, Willem & Sanabria, Alvaro & Alfonso, Edgar & Dolmans, Diana. (2018). Taking control: Is job crafting related to the intention to leave surgical training?. PLOS ONE. 13. e0197276. 10.1371/journal.pone.0197276.

Eagly, A. H., & Chaiken, S. (1993). The psychology of attitudes. Harcourt Brace Jovanovich College Publishers.

Ehlert, R., Senn, K. K. C., & Beers, R. (2013). It takes more than a major: Employer priorities for college learning and student success. *Liberal Education, 99*(2), 1–15.

Feng, W. C., & Angeline, T. (2010). *Turnover intention and job hopping behaviour of music teachers in Malaysia*. *4*(April), 425–434.

Fishbein, M. (2021). The Influence of Attitudes on Behavior. *The Handbook of Attitudes*, *July*, 187–236. https://doi.org/10.4324/9781410612823-13

Frian, A., & Mulyani, F. (2018). Millenials Employee Turnover Intention in Indonesia. *Innovative Issues and Approaches in Social Sciences*, *11*(3), 27.

Gloria Chepseba, Kiflemariam, & Elizabeth Nziwa. (2018). Influence of Generation Y Characteristics on Job Satisfaction : The Case of Virtual City Limited. *Journal of Strategic Management*, *2*(4), 1–20.

Hadi, N. U., & Ahmed, S. (2019). Role of Employer Branding Dimensions on Employee Retention : Evidence sciences Role of Employer Branding Dimensions on Employee Retention : Evidence from Educational Sector. *Department of Leadership and Management Studies, National Defence University*, *5*(April 2019), 16. https://doi.org/10.3390/admsci8030044

Hair Jr et al., 2014.

Hair, J. F., Hult, G. T.M., Ringle C. M. & Sarstedt, M. (2017) A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) : Second Edition

Hasan, K., Abdullah, S. K., Islam, F., & Neela, N. M. (2020). An Integrated Model for Examining Tourists' Revisit Intention to Beach Tourism Destinations. *Journal of Quality Assurance in Hospitality and Tourism*, *21*(6), 716–737. https://doi.org/10.1080/1528008X.2020.1740134

Hewitt Associates. (2004). Strategies for cost management of the HR function. Timely Topics.

Hooft, E. Van, Born, M., Taris, T. W., & Blonk, R. (2004). Predictors of job search behavior among employed and unemployed people. *Personnel Psychology*, *57*(1), 1–36.

IDN Times (2019) IDN Times – Indonesia Millennial Report 2019

Judge, Timothy & Weiss, Howard & Kammeyer-Mueller, John & Hulin, Charles. (2017). Job Attitudes, Job Satisfaction, and Job Affect: A Century of Continuity and of Change. Journal of Applied Psychology. 102. 10.1037/apl0000181.

Kelan, Gratton, Mah and Walker, 2009 as cited by Jalil et al., 2015

Kirana, K., Fee, T., Johari, J., & Ain, N. (2015). The Perception of Gen Y on Organizational Culture , Religiosity and Corruption in Malaysian Public Organizations. *Procedia Economics and Finance*, *31*(15), 251–261. https://doi.org/10.1016/S2212-5671(15)01227-7

Larasati, A. (2020). *Job-Hopping and the Determinant Factors*. *395*(Acpch 2019), 54–56.

Low, A., & Pt, W. (2018). Improving Workplace Productivity : Applications of Maslow ' s Need Theory and Improving Workplace Productivity : Applications of Maslow ' s Need Theory and Locke ' s Goal -Setting. *Psychology & Psychological Research International Journal*, *3*(8), 6. https://doi.org/10.23880/pprij-16000189

Mceachan, R. R. C., Conner, M., Taylor, N. J., & Lawton, R. (2011). Prospective prediction of health-related behaviours with the Theory of Planned Behaviour : a meta-analysis. *Health Psychology Review*, *5*(2), 97–144. https://doi.org/10.1080/17437199.2010.521684

Michaels, Handfiels-Jones and Axelrod, 2001 as cited by Aln et al., 2014.

Okros, A. (2019). *Harnessing the Potential in the Future Millennials of Digital Post-Workplace*.

Okros, A. (2020). *Harnessing the Potential of Digital Post-Millennials in the Future Workplace* (Management). Springer US.

Strauss, W., & Howe, N. (2000). *Millennials Rising: The Next Generations*. Vintage Books.

Wilson, M., & Gerber, L. E. (2008). How Generational Theory Can Improve Teaching : Strategies for Working with the " Millennials ." *Currents in Teaching and Learning*, *1*(1), 29–44.

Yahya, K. K., Yean, T. F., & Saad, N. S. (2015). The Perception of Gen Y on Organizational Culture , Religiosity and Corruption in Malaysian Public Organizations. *Procedia Economics and Finance*, *31*(15), 251–261. https://doi.org/10.1016/S2212-5671(15)01227-7

Yakasai, A., & Jusoh, W. (2015). Testing the Theory of Planned Behavior in Determining Intention to Use Digital Coupon among University Students. Procedia Economics and Finance, 31(15), 186–193. https://doi.org/10.1016/S2212-5671(15)01145-4

CHAPTER 8

Mediating Role of Perceived Connectedness in The Relation between Intention to Use and Actual Usage in Fashion Online Shopping in Jakarta

Fernanda Ciandra
Firdaus Basbeth
IPMI International Business School
Jl. Rawajati Timur I/1, Kalibata, South of Jakarta, Indonesia.
Email: Fernanda.ciandra@ipmi.ac.id
ORCID ID: 0000-0003-1874-7279

ABSTRACT

The use of social media and instant messaging for fashion online shopping in Indonesia are as high as 55% and 94%. Meanwhile, the percentage of Indonesia people use e-marketplace for fashion online shopping is only 22% in 2020. This study aims to research on the feature that people wish to be applied in marketplace, and can attract more people to shop in marketplace. Little has been known about the mediating role of the perceived connectedness in the relationship between intention to use and actual marketplace usage have a stronger effect. The objective of the study is to analyse the mediating role of perceived connectedness in the Technology Acceptance Model (TAM). The population observed is the fashion online shopper in Greater Jakarta Area, using purposive sampling. The sample size was 243 collected during the period of April 2021. The data was analyzed using SPSS v25 and Smart PLS3. The result showed that Perceived Connectedness mediate the relationship between intention to use the marketplace and actual usage of marketplace. The finding contributes to TAM model literature with the mediating variable of Perceived Connectedness.

Keywords: Technology Acceptance Model, Perceived Connectedness, Perceived Ease of Use, Perceived Usefulness, Intention to Use Marketplace

1. INTRODUCTION

Based on the data provided by the Central Bureau of Statistics (BPS) 2021, The survey results confirmed that more than half (54.66 percent) of e-commerce businesses sell online through social media and moreover, 93.98 percent through the instant messaging. Furthermore, only 21.64 percent of businesses have sales accounts on digital marketplaces platforms, in which it decreased 4,08 percent from 2019. In facts, online buying through marketplace platforms like Tokopedia, Shopee, and Lazada has a built-in infrastructure and lower risk of fraud because the transaction will be more secure as it is guaranteed by the marketplace company. In comparison, social media /instant messaging has higher risk of fraud because there are many unknown sellers with no guarantee that they will send the products after pay. This leads to many fraud experienced by the customers who shopped online. This research aims to help marketplace platform to improve their service, so that online shopper in Indonesia are interested in switching to marketplaces platforms to minimize online shop fraud in Indonesia. Yet there were still 78.36 percent of e-commerce businesses that have not utilized this sales media based on the data above.

According to a report by POLRI in September 2020, online fraud (28.7 percent) was the most widely reported cybercrime. From 2016 to 2020, there were a total of 7,047 complaints of online fraud cases. If calculated on average, it means that there are 1,409 cases of online fraud occurring every year. Currently there are 202.6 million internet users in Indonesia. There are 170 million active social media users. Of that number, as many as 87 percent use the WhatsApp messaging network application. While as many as 85 percent access Instagram and Facebook (KataData, 2021)

Actually, this online buying and selling fraud case can be overcome by using a third party, or we can say that we do not interact directly between the seller and the buyer. In this day and age, there are many online shopping applications called e-marketplace such as Shoppe, Tokopedia, Lazada, and many more. The use of an application as a third party will ensure security in buying and selling online. This is because the application already has digital security or digital security to detect, avoid, and manage various cybercrime threats, especially online buying and selling fraud. Furthermore, ecommerce will give money from the buyer to the seller after the transaction is successful, so it is not possible to commit fraud.(CNN Indonesia, 2021)

To attract more buyers, it's critical to manage consumer perceived connectedness in marketplace. Mobile application like social media is popular because it connects people, whereas people want to feel like they are part of a community. When it came to customers engagement in mobile apps, sociability was one of the most crucial elements. Users' emotional connections to the world, resources, and others are based on their feeling of connectedness. The sense of community among users has been discovered to be a major factor influencing their online interaction with brands. Through SNSs (social networking sites), users might be satisfied or comforted by psychological connectivity. Users' feelings of connectedness via social media undoubtedly influence their attitudes toward the platform. Perceived connectedness is found to be favorably associated to attitudes regarding social media usage.(Hussein & Hassan, 2017)

Various studies have been conducted using the Technology Acceptance Model (TAM) to investigate user perceptions in determining their behaviour in utilizing technology, such as perceived ease of use and perceived usefulness; however, there are only a few studies on the online marketplace shopping context using TAM that integrated the mediating variable Perceived Connectedness into the TAM framework especially in fashion products and empirically tested to contribute to the body of knowledge as well as to business practice.

2. LITERATURE REVIEW Perceived Ease of Use (PEU)

The degree to which a person believes that adopting technology will need less effort to complete an activity is known as Perceived Ease of Use (PEU). The degree to which a person believes that using a given system would be free of effort is referred to as PEU.(Valencia-Arias et al., 2019) Users are more inclined to accept an application that is perceived to be easier to use than another. PEU, according to TAM, is a critical factor that determines a technology's acceptability.(Davis, 1989) When someone finds it simple to utilize a technology, it is called perceived ease of use. Therefore, Perceived ease of use has a beneficial impact on intention to use marketplace.(Prakosa & Sumantika, 2021)

Intention to Use Marketplace (IUM)

The degree to which an individual wants to use technology in the future can be described as intention to use technology.(Joo et al., 2018) Positive emotions and attitudes about a product/service or private label shop can influence a customer's purchasing intention.(Roshan Priyankara et al., 2017) Intention is a crucial sign of how far people go to do a specific behaviour and how many times they strive to attain a specific conduct.(Ajzen,

1991) The intention to use technology in this study refers to an attempt to purchase a good or service on a marketplace.

Actual Marketplace Usage (AMU)

A form of external psychomotor response that a person measures with real use is described as the use of the actual system. The term "actual system usage" refers to using the system in a real-world situation. Actual System Use refers to how a person uses a system in actual life.(Davis, 1989) Someone will be satisfied with the system if they believe it is simple to use and will help them improve their performance, as evidenced by the real conditions of users.

Actual System Usage technology users will be satisfied with a technology system if it is easy to use, simplifies work, and boosts user productivity, as seen by actual usage conditions. In assessing the growth of information technology systems, actual usage is utilized to predict and explain user acceptance. If the number of users grows and continues to grow, an information technology system is considered to be successful. A person will be satisfied with the service if he believes it is easy to use and can boost productivity, as evidenced by the actual usage conditions.(Adhiputra, 2015) (Isaac et al., 2018) The perceived usefulness has a significant impact on actual usage and user satisfaction. Actual usage has a significant positive effect on performance.

Perceived Connectedness (PC)

"Belonging and relatedness, based on quantitative and qualitative social assessments and relationship salience," is how social connectedness is defined. Developing a sense of social connectedness is an important part of human life that benefits a variety of psychological wellbeing. Social connectedness can be derived from the usage of social media in the online environment, particularly for those who join and use social networking sites for the objectives of gathering information, maintaining friendships, and building relationships with others. When people have similar interests and beliefs on social networking sites, they are more likely to feel connected. People who feel connected on social media are more likely to believe that purchasing on social media is easy, useful, and enjoyable.

Table 1. Operational Variable

Variable	Definition	Items	Measurement item	Source
Perceived Ease of Use (PEU)	the degree to which an individual believes that using marketplace would be free from an effort to search for goods or services	PEU1	I find the marketplace to be easy to shop online	Venkatesh & Davis, 2000
		PEU2	I think it would be possible for me to shop online on marketplace without the help of an expert.	

Variable	Definition	Items	Measurement item	Source
	(Davis, 1989), Van der Heijden 2004).	PEU3	I think that I would have no problems interacting with the marketplace when shopping	
Perceived Usefulness (PU)	the degree to which an individual believes that using a marketplace system will enhance his or her intention to search for goods or	PU1	Using marketplace for shopping enables me to accomplish shopping tasks more quickly	Venkatesh & Davis, 2000
		PU2	I find the system to be useful in shopping online.	

	services (Davis, 1989), Van der Heijden 2004).	PU3	Using marketplace for shopping improves the effectiveness of shopping online.	
Intention to Use Marketplace	The degree to which an individual believes they will adopt marketplace to make a purchase	IUM1	I intend to use marketplace to purchase product or service online	Venkatesh & Davis, 2000
		IUM2	I plan to use marketplace to	

Variable	Definition	Items	Measurement item	Source
	(Davis, 1989), Van der Heijden 2004).		purchase product or service online	
		IUM3	I will continue to use marketplace to purchase product or service online	
Actual Marketplace Usage	An external psychomotor response measured by a person with actual marketplac	AMU1	I frequently use marketplace for shopping online	Cheung (2013)
		AMU2	I frequently browse Marketplace pages to find goods to buy	

	e usage (Wida et al., 2012).	AMU3	I frequently use Marketplace pages whenever I want to find information and, in turn, to buy a product	
Perceived Connectedness	"belonging and relatedness, based on quantitative and qualitative social appraisals and relationship salience" (Cho & Son, 2017)	PC1	I feel good because I can access services anytime via e-marketplace	(Hussein & Hassan, 2017)
		PC2	I feel I am connected to external reality because I can search	
Variable	Definition	Items	Measurement item	Source
			for information I want	
		PC3	I feel I am connected to people at my convenience via emarketplace	

According to the relationship among variables, we propose the research model as shown below

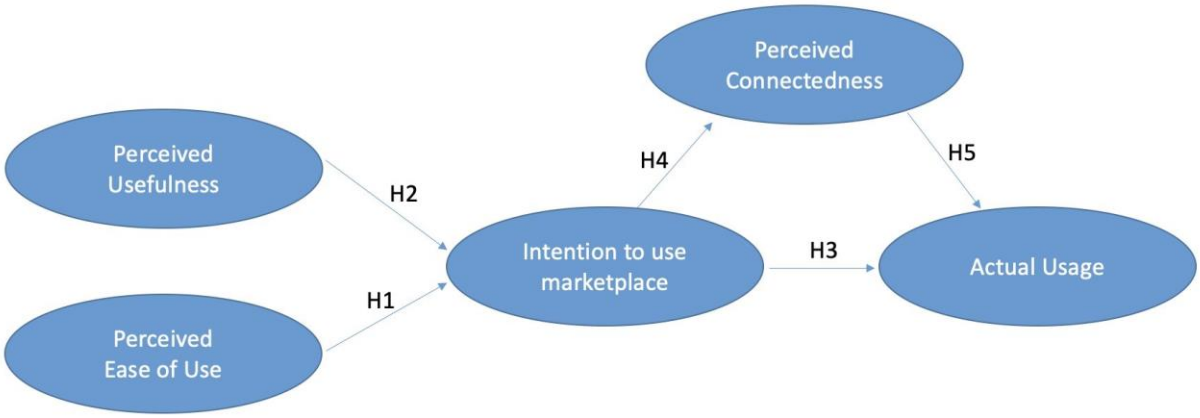


Figure 1 : The Research Model

This study proposes five hypotheses as follow:

H1 Perceived Ease of Use has a positive effect on Intention to Use Marketplace in fashion online Shopping in Jakarta

H2 Perceived Usefulness has positive effects on Intention to Use Marketplace in fashion online Shopping in Jakarta

H3 Intention to Use Marketplace has a positive effect on Actual Marketplace Usage in online Shopping in Jakarta

H4 Intention to Use Marketplace has a positive effect on Perceived Connectedness in fashion online shopping in Jakarta

H5 Perceived Connectedness has a positive effect on Intention to Use Marketplace in fashion online shopping in Jakarta

3. RESEARCH METHOD

Respondents were chosen for purposive sampling based on the following criteria: 1) having shopped fashion online 2) lives in DKI Jakarta. The number of people who meet the respondent criteria is estimated to be 1,482,834 people. Based on the Cohen Table and G Power analysis, it was concluded that a minimum of 250 fashion online shoppers living in DKI Jakarta are necessary for this study.

Data were treated and screened to detect missing values and outliers or values that were out of range (J.F. Hair et al., 2010). The online survey using Google form was set to make all questions mandatory or required to be filled for all questions before submission. This study uses SmartPLS 3 as a software, which based on the Partial Least Square - Structural

Equation Modeling (PLS-SEM). It is a method for building a predictive model when the factors are many and highly collide. This gives a value of R2 and indicates the significance of the relationship between constructs. The measurement model represents the relationship between the construct and the corresponding indicator variable (called the outer model in PLS-SEM). There is criterion to estimate the measurement model which are internal consistency, reliability, convergent validity and discriminant validity (Hair Jr et al., 2016). Models are evaluated in terms of how well they predict endogenous variables. The basic criteria for evaluating a structural model in PLS SEM are collinearity, path coefficient, Coefficients of Determination (R2 value), effect Size f2 (F. Hair Jr et al., 2014).

4. RESULTS & DISCUSSION

The results show that the majority of the respondents are came from millennials age which 26 – 30 years old (46%), followed by 21 – 25 or Gen Z (35%) and 31 – 35 (19%). There was a pretty spread evenly in the place of residence of respondents which 25 percent from South Jakarta, 21 percent from Central Jakarta, 24 percent from West Jakarta, 13 percent from North Jakarta, and 18 percent from East Jakarta. Majority have taken Bachelor Degree education (77%) and became a Workers in private and government companies (57%). Most of them are having monthly salary around Rp
5.000.001 – Rp 10.000.000 (37%), followed by under Rp 5.000.001 (19%), Rp 10.000.001 – Rp 15.000.000 (18%), above Rp 20.000.000 (15%). The frequency of online shopping may vary from once a week (33%), once a month (40%), once in three months (18%) and once in six months (10%).

Table 2. Respondent Profile

Respondents Demography		**Frequency**	**% of Total**
Age	21-25	85	35%
	26-30	112	46%
	31-35	46	19%
Place	South Jakarta	60	25%
	Central Jakarta	51	21%

	West Jakarta	58	24%
	North Jakarta	31	13%
	East Jakarta	43	18%
Education Background	Senior High School	8	3%
	Bachelor Degree	187	77%
	Master Degree	47	19%
	Doctor Degree	1	0%
Occupation	Entrepreneur	49	20%
	Workers	139	57%
	Colleage	6	2%
	Professional	49	20%
Monthly Salary	Rp. 0 - Rp. 5.000.000	46	19%
	Rp. 5.000.001 - Rp. 10.000.000	89	37%
	Rp. 10.000.001 - Rp. 15.000.000	44	18%
	Rp. 15.000.001 - Rp 20.000.000	28	12%
	> Rp. 20.000.000	36	15%
Online Shopping Frequency	Once a Week	80	33%
	Once a Month	96	40%
	Once in three months	43	18%
	Once in six months	24	10%

Common measure to establish convergent validity on the construct level is the average variance extracted (AVE). An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators.

Table 3. Construct Reliability & Validity

Variable	Items	Outer Loading	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
PU	**PU1** à **PU**	0,715	0,702	0,830	0,622
	PU2 à **PU**	0,768			
	PU3 à **PU**	0,874			
PEU	**PEU1** à **PEU**	0,852	0,769	0,863	0,678
	PEU2 à **PEU**	0,853			
	PEU3 à **PEU**	0,763			
IUM	**IUM1** à **IUM**	0,915	0,910	0,943	0,847
	IUM2 à **IUM**	0,916			
	IUM3 à **IUM**	0,930			
AMU	**AMU1** à **AMU**	0,844	0,847	0,907	0,765
	AMU2 à **AMU**	0,905			
	AMU3 à **AMU**	0,875			
PC	**PC1** à **PC**	0,779	0,840	0,904	0,759
	PC2 à **PC**	0,845			
	PC3 à **PC**	0,822			

All outer loadings of the 5 reflective constructs: Perceived Usefulness, Perceived Ease of Use, Intention to Use Marketplace, Actual Marketplace Usage, and Perceived Connectedness are well above the threshold value of 0.60, which suggests sufficient levels of indicator reliability. The AVE of each reflectively measured construct should be evaluated in this research.

As shown above the AVE value of each construct are more than 0,6. This means that all constructs are appropriated and meet the convergent validity requirement. Construct reliability test measured by composite reliability criteria from the indicator block that measures the construct. The construct is declared reliable if the value of composite reliability > 0.60. From the table above, it can be seen that the five indicator variables, namely Perceived Usefulness (PU), Perceived Ease of Use (PEU), Intention to Use Marketplace (IUM), Actual Marketplace Usage (AMU), and Perceived Connectedness (PC) provide a value of Cronbach's alpha > 0.60. From the results of the SmartPLS output, it can be seen that the questionnaire items have a value of Cronbach's Alpha if Item Deleted above 0.60 which means that all questionnaire items meet the Reliability test, then the items in each of these variable concepts are suitable for use as a measuring tool.

In table 3, the highest Cronbach alpha was Intention to Use Marketplace with a value of 0.910 and the lowest was Perceived Usefulness of 0.702. (This note as a test tool the greater the value is more than 0.5 the more valid). Furthermore, in table 3 above there is a composite reliability value. Composite Reliability is a group of indicators that measure a variable that has good composite reliability based on a composite reliability score of >0.7. From table 4.6 it can be seen that the value of composite reliability is greater than (0.7). Perceived Usefulness (PU) 0.830, Perceived Ease of Use (PEU)

0.863, Intention to Use Marketplace (IUM) 0.943, Actual Marketplace Usage (AMU) 0.907, and Perceived Connectedness (PC) 0.904. Thus the value of composite reliability is met, then all items of the research instrument are declared reliable for testing.

Table 4. Fornell-Larcker criterion evaluation

	AMU	**IUM**	**PC**	**PEU**	**PU**
AMU	0,875				
IUM	0,660	0,920			

PC	0,753	0,715	0,871		
PEU	0,179	0,282	0,168	0,824	
PU	0,254	0,281	0,251	0,527	0,788

Source: Author 2022

As shown above, the square root for each AVE construct (diagonal value) are higher than any other constructs correlation, so discriminant validity was accepted. As shown above, the square root for each construct of the AVE (diagonal value) is higher than other constructual correlations, so the validity of the discriminant is accepted.

Table 5. HTMT evaluation

	AMU	IUM	PC	PEU	PU
AMU					
IUM	0,752				
PC	0,884	0,814			
PEU	0,216	0,326	0,195		
PU	0,317	0,340	0.302	0,705	

HTMT approach is an estimate of what the true correlation between two constructs would be, if they were perfectly measured (i.e., if they were perfectly reliable) (Hair et al., 2017). An HTMT value below 0.90 suggests a lack of discriminant validity. When the constructs in the path model are conceptually more distinct, a lower and thus more conservative threshold value of 0.85 seems warranted (Henseler et al., 2015). The Table shows that all values of each variables are below 0,85 threshold means there no significant correlations between variables.

Table 6. Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
AMU	0,597	0,594
IUM	0,104	0,096
PC	0,512	0,510

The most commonly used measure to evaluate the structural model is the coefficient of determination (R^2 value). The coefficient represents the amount of variance in the endogenous constructs explained by all of the exogenous constructs linked to it (Hair, et al., 2017). The R-Square value of Actual Marketplace Usage construct is 0,597 means that Intention to Use Marketplace and Perceived Connectedness has a moderate predictive power on Actual Marketplace Usage.(Hair, 2017) However, the Intention to Use Marketplace construct has 0,104 which means Perceived Ease of Use and Perceived Usefulness Construct have a weak predictive power on Intention to Use Marketplace. The R-Square value of Perceived Connectedness construct is 0,512 means that Intention to Use Marketplace has a high predictive power on Perceived Connectedness. From the results of regression calculations, it can be seen that the coefficient of determination (adjusted R2) obtained is 0.594.

The hypothesis was tested using the bootstrapping test that obtains the significance of path coefficients by calculating empirical t values, which are larger than the critical value (t distribution values). Hypotheses testing was carried out using the bootstrapping technique in SmartPLS3 to assess path coefficients' significance and t values. Using two tailed tests are 1.96, with significant level 0.05 (at $\alpha = 5\%$) (Hair et al., 2017). The result is reported in Table 7.

Table 7. Hypothesis testing Result

Ha	Relationship	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
H1	**PEU -> IUM**	0,185	2,999	**0,003**
H2	**PU -> IUM**	0,184	2,836	**0,005**

H3	**IUM -> AMU**	0,250	3,295	**0,001**
H4	**IUM -> PC**	0,715	18,881	**0,000**
H5	**PC -> AMU**	0,574	8,422	**0,000**

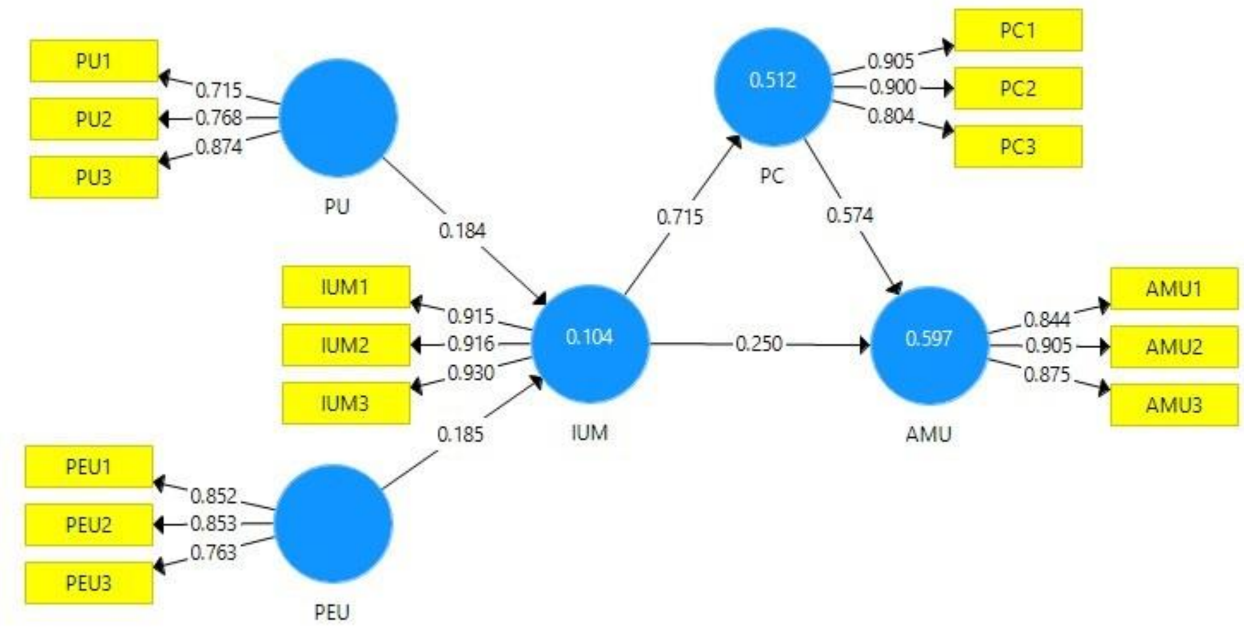


Figure 2 : The Research Model Perceived Ease of Use has a positive effect on Intention to Use Marketplace in Fashion online Shopping in Jakarta

The study findings show that hypothesis one being supported and having the most positive effect on intention to use marketplace (β=0.185, t=2.999, p<0.05). The empirical results supported by previous research Chinomona (2013) found that the relationships between students' perception of mobile social software ease of use and their intention to use mobile social software are positively significant. The easier a marketplace application being accessed, the more often the application is being used by customers. This situation might lead them to purchase something, even though they did not plan to purchase it before. Another supporting statement are coming from indicator PEU2 which have a highest outer loading value (0,853) and the statements is "It is possible for me to shop online in the marketplace without the help of an expert.". This is inseparable from the application user interfaces, ease of payment, template and design, loading speed and many other things in order to support ease of use of the marketplace application.

Perceived Usefulness has positive effects on Intention to Use Marketplace in Fashion online Shopping in Jakarta

Perceived Usefulness have a positive coefficient on intention to use marketplace in online shopping in Jakarta. Marketplace could be categorized being useful for customer when it could solve the problem or fulfil the customer needs. In term of shopping, it could give a reference for related products when consumer is searching for their need. Even better if at the same time, the application could offer promos or bundling with lower price than usual. Another evidence to support previous statement, as shown from outer loading of PU. The highest outer loading is PU3 which have statement "Using the Marketplace application to shop increase the effectiveness of online fashion shopping". Moreover, previous studies have provided empirical evidence for significant positive effect of Perceived Usefulness on intention (Tan & Lau, 2016; Kishore & Sequeira, 2016; Chiou and Shen, 2012; Chau and Ngai, 2010).

Intention to Use Marketplace has a positive effect on Actual Marketplace Usage in Fashion online Shopping in Jakarta

The statistical result explains that the higher the behavioral intention, the more often the consumers use the marketplace. Based on Anggraeny & Baihaqi (2021) study shows that when someone starts wanting to use a technology, then he will intensively apply it in his daily life and it will lead them to actual usage of the Shopee Emarketplace. When consumers already have the intention to shop, they will tend to search or see the items they are looking for through the official website/social media/marketplace. The more intensive this cycle happen; it will drive them to do actual purchase from moving them to shopping bag at first and will purchase it when they feel the items are needed. Other studies that supported this result are Febrianto, et al. (2018) and Haris (2019).

Intention to Use Marketplace has a positive effect on Perceived Connectedness in fashion online shopping in Jakarta

The next discussion is between Intention to Use Marketplace and Perceived Connectedness which is seen from the result has a positive effect. These result is similar and supported by previous research conducted by (Shapiro & Margolin, 2014) , When people have high and similar intentions and beliefs on social platform, they are more likely to feel connected. Therefore, The intention to use Marketplace will be more converted to actual usage.

Perceived Connectedness has a positive effect on Intention to Use Marketplace in fashion online shopping in Jakarta

For the relationship between Perceived Connectedness and Actual Marketplace Usage, it has higher and positive significant effect compare to the direct relationship between Intention to Use Marketplace and Actual Marketplace Usage. This reinforces previous research conducted by (Cho & Son, 2019) whick People who feel connected on social media are more likely to believe that purchasing on social media is easy, useful, and enjoyable. As a result of the contact with human and a sense of belonging that are inherent to the social commerce platform, customers are more likely to consider social commerce as easy and useful (utilitarian value) as well as enjoyable (hedonic value).

Based on the results of data processing that has been done using PLS SEM, it is found that Perceived Connectedness has a positive effect of 38% in mediating the relationship between Intention to Use Marketplace and Actual Marketplace Usage. This finding indicates that the marketplace application must be developed with social media features to support the Actual Marketplace Usage.

5. CONCLUSION

This study aims to determine the influence on Perceived Ease of Use on Intention to Use Marketplace. Based on the results of the first hypothesis testing (H1) shows that there is a positive and significant influence of variable Perceived Ease of Use that Jakarta Millennial women feel on the intention to use Marketplace. This shows that the perceived Ease of Use variable has a positive and significant effect on Jakarta women reason for their Intention to Use Marketplace.

This study aims to determine the influence on Perceived Usefulness on Intention to Use Marketplace. Based on the results of the second hypothesis test (H2) shows that there is a positive and significant influence of the variable Perceived usefulness towards the intention to use marketplace. This shows that the variable perceived usefulness of marketplace has a positive effect on the intention to use it.

This study aims to determine the influence on Intention to use marketplace on Actual Marketplace usage. Based on the results of testing the third hypothesis (H3) shows that there is a positive and significant influence of Intention of Jakarta millennial women on the actual marketplace usage.

This study aims to determine the influence on Intention to use marketplace on Perceived Connectedness.

This study aims to determine the influence on Intention to use marketplace on Perceived Connectedness. Based on the test results of the fourth hypothesis (H4) shows that there is a positive and significant influence of the Variable Intention to use Marketplace (IUM) on Perceived Connectedness (PC) for Jakarta Millennial women.

This study aims to determine the influence on Perceived Connectedness on Actual Marketplace Usage. Based on the test results of the fifth hypothesis (H5) shows that there is a positive and significant influence of the Variable Perceived Connectedness (PC) on Actual Marketplace Usage (AMU) for Jakarta Millennial women.

This study aims to determine the influence on Perceived Connectedness as a mediating variable effect in the relationship between Intention to Use Marketplace and Actual Marketplace Usage. Based on the test result, there is a stronger influence of Perceived Connectedness mediating variables on the relationship between intention and actual marketplace usage for Jakarta millennial women.

LIMITATION

The study has two limitations. The first limitation is about the data set. The sample was collected from the respondent who lives in Jakarta area only. The respondent is also female and must be in the Millennials age. In terms of the research method, this study limits the number of samples to 243. Even though this study obtained samples slightly above the minimum requirement, the relatively small sample size and the use of purposive non-probability sampling technique cause the results may not be able to represent the whole population. As the study limited the survey to people who live in Greater Jakarta, the findings may not be able to explain consumer’s behaviour toward marketplace fashion online shopping and what drives them in different provinces. Another limitation of this research is on the industry, which is specifically in fashion. So the findings may not be able to explain consumer’s behaviour toward marketplace shopping in another industry because this study takes place on simulation of large-scale Jakarta women who shopped fashion online before. Therefore, the study results can only be generalized for the area of Jakarta.

As stated in the study's limitation, there are some suggestions for future research based on findings and methods used from the current study. Firstly, the sample could be more significant involving big cities in various island in Indonesia who has a great potential users / consumers. To give a better result and generalizability. It is hoped that researchers can also conduct research using a larger number of participants in order to increase the depth of knowledge related to marketplace fashion shopping. In addition, it can also explore other industry that focus on intention to use marketplace in order to provide a more comprehensive picture of the marketplace shopping of millennials. Secondly, Hair et al. (2007) suggested that longitudinal studies are a better way to seek cause-and-effect relationships among variables at different periods, instead of crosssectional time period.

REFERENCES

Abdullah, F., Ward, R., & Ahmed, E. (2016). Investigating the influence of the most commonly used external variables of TAM on students' Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) of e-portfolios. *Computers in Human Behavior*, *63*, 75–90. https://doi.org/10.1016/j.chb.2016.05.014

Adhiputra, M. W. (2015). Aplikasi Technology Acceptance Model Terhadap Pengguna Layanan Internet Banking. *Jurnal Bisnis Dan Komunikasi*, *2*(1), 52–63.

Ajzen, I. (1991). Using EPPM to Evaluate the Effectiveness of Fear Appeal Messages Across Different Media Outlets to Increase the Intention of Breast SelfExamination Among Chinese Women. *Health Communication*, *34*(11), 179– 211. https://doi.org/10.1080/10410236.2018.1493416

Al-Rahmi, W. M., Yahaya, N., Aldraiweesh, A. A., Alamri, M. M., Aljarboa, N. A., Alturki, U., & Aljeraiwi, A. A. (2019). Integrating Technology Acceptance Model with Innovation Diffusion Theory: An Empirical Investigation on Students' Intention to Use E-Learning Systems. *IEEE Access*, *7*, 26797–26809. https://doi.org/10.1109/ACCESS.2019.2899368

Alatawy, K. S. (2019). Factors Influencing Consumers' Intention to Use Mobile Applications for Online Shopping in the Kingdom Of Saudi Arabia (KSA). *International Journal of Business and Management*, *14*(1), 86. https://doi.org/10.5539/ijbm.v14n1p86

Arfat, Y., Rahman, C. A., Rahman, M., & Mahmood, K. (2018). Perceived usefulness of E-government and Computer self-efficacy to improve continuous intention to use E-Government Services. *Pakistan Business Review*, *20*(1), 174–183.

Ashraf, A. R., Auh, S., & Thongpapanl, N. (Tek). (2014). Cultural Contexts : The Case of Online Shopping Adoption. *Journal of International Marketing*, *22*, 68–93.

Cheema, U., Rizwan, M., Jalal, R., Durrani, F., & Sohail, N. (2013). The Trend of Online Shopping in 21st Century: Impact of Enjoyment in TAM Model. *Asian Journal of Empirical Research*, *3*(2), 131–140.

Chen, X., & Li, Z. (2020). Research on the Behavior of College Students' Online Tourism Booking Based on TAM. *Journal of Service Science and Management*, *13*(01), 28–44. https://doi.org/10.4236/jssm.2020.131003

Chin, W. W., Marcelin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information Systems Research*, *14*(2). https://doi.org/10.1287/isre.14.2.189.16018

Cho, E., & Son, J. (2019). The effect of social connectedness on consumer adoption of social commerce in apparel shopping. *Fashion and Textiles*, *6*(1). https://doi.org/10.1186/s40691-019-0171-7

Chow, M., Herold, D. K., Choo, T. M., & Chan, K. (2012). Extending the technology acceptance model to explore the intention to use Second Life for enhancing healthcare education. *Computers and Education*, *59*(4), 1136–1144. https://doi.org/10.1016/j.compedu.2012.05.011

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, *16*(3), 297–334. https://doi.org/10.1007/BF02310555

Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology*, *13*(3), 319–340. https://doi.org/10.5962/bhl.title.33621

Diallo, M. F. (2012). Effects of store image and store brand price-image on store brand purchase intention: Application to an emerging market. *Journal of Retailing and Consumer Services*, *19*(3), 360–367. https://doi.org/10.1016/j.jretconser.2012.03.010

Erdfelder, E., Faul, F., & Buchner, A. (1996). GPOWER: A general power analysis program. *Behavior Research Methods, Instruments, and Computers*, *28*(1), 1–11. https://doi.org/10.3758/BF03203630

Faqih, K. M. S. (2013). Exploring The Influence Of Perceived Risk And Internet SelfEfficacy On Consumer Online Shopping Intentions: Perspective Of Technology Acceptance Model. *International Management Review*, *9*(1), 67–78. http://americanscholarspress.us/journals/IMR/pdf/IMR-1-2013/v9n113-art7.pdf

Gefen, D., Straub, D., & Boudreau, M.-C. (2000). Structural Equation Modeling and Regression: Guidelines for Research Practice. *Communications of the Association for Information Systems*, *4*(October). https://doi.org/10.17705/1cais.00407

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, *19*(2), 139–152. https://doi.org/10.2753/MTP1069-6679190202

Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, *26*(2), 106–121. https://doi.org/10.1108/EBR-10-2013-0128

Harrigan, M., Feddema, K., Wang, S., Harrigan, P., & Diot, E. (2021). How trust leads to online purchase intention founded in perceived usefulness and peer communication. *Journal of Consumer Behaviour*, *20*(5), 1297–1312. https://doi.org/10.1002/cb.1936

Humaizi, Asmara, S., Sis, R. L., & Yusuf, M. (2020). The use of online marketplace websites in Indonesia: A study of consumers' motives and gratification. *International Journal of Interactive Mobile Technologies*, *14*(7), 133–148.
https://doi.org/10.3991/ijim.v14i07.11385

Hussein, R., & Hassan, S. (2017). Customer engagement on social media: How to enhance continuation of use. *Online Information Review*, *41*(7), 1006–1028. https://doi.org/10.1108/OIR-02-2016-0047

Isaac, O., Abdullah, Z., Ramayah, T., Mutahar, A. M., & Alrajawy, I. (2018). Integrating User Satisfaction and Performance Impact with Technology Acceptance Model (TAM) to Examine the Internet Usage Within Organizations in Yemen. *Asian Journal of Information Technology*, *17*(1), 60–78. https://doi.org/10.3923/ajit.2018.60.78

Joo, Y. J., So, H. J., & Kim, N. H. (2018). Examination of relationships among students' self-determination, technology acceptance, satisfaction, and continuance intention to use K-MOOCs. *Computers and Education*, *122*, 260–
272. https://doi.org/10.1016/j.compedu.2018.01.003

Kamal, S. A., Shafiq, M., & Kakria, P. (2020). Investigating acceptance of telemedicine services through an extended technology acceptance model (TAM). *Technology in Society*, *60*(March 2019), 101212. https://doi.org/10.1016/j.techsoc.2019.101212

Kern, L. M., Malhotra, S., Barron, Y., Quaresimo, J., Dhopeshwarkar, R., Pichardo, M., Edwards, A. M., & Kaushal, R. (2014). Accuracy of Electronically Reported "Meaningful Use" Clinical Quality Measures. *Annals of Internal Medicine*.

Lee, D. Y., & Lehto, M. R. (2013). User acceptance of YouTube for procedural learning: An extension of the Technology Acceptance Model. *Computers and Education*, *61*(1), 193–208. https://doi.org/10.1016/j.compedu.2012.10.001

Lim, W. M., & Ting, D. H. (2012). E-shopping: An analysis of the technology acceptance model. *Modern Applied Science*, *6*(4), 49–62. https://doi.org/10.5539/mas.v6n4p49

LY, N. T. H., & LE-HOANG, P. V. (2020). the Effects of Perceived Usefulness, Positive Online Customer Review, Brand Image, Price on Purchase Intention: the
Case of Online Hotel Booking. *International Journal of Management (IJM)*, *11*(6). https://doi.org/10.34218/IJM.11.6.2020.089

Ma, Y. J., Gam, H. J., & Banning, J. (2017). Perceived ease of use and usefulness of sustainability labels on apparel products: application of the technology acceptance model. *Fashion and Textiles*, *4*(1), 1–20. https://doi.org/10.1186/s406910170093-1

Marangunić, N., & Granić, A. (2014). Technology acceptance model: a literature review from 1986 to 2013. *Universal Access in the Information Society*, *14*(1), 81–

95. https://doi.org/10.1007/s10209-014-0348-1

Melorose, J., Perroy, R., & Careas, S. (2015). TRUST AND TAM IN ONLINE SHOPPING: AN INTEGRATED MODEL1 By: *Statewide Agricultural Land Use Baseline 2015*, *1*(1), 51–90.

Min, S., So, K. K. F., & Jeong, M. (2019). Consumer adoption of the Uber mobile application: Insights from diffusion of innovation theory and technology acceptance model. *Journal of Travel and Tourism Marketing*, *36*(7), 770–783. https://doi.org/10.1080/10548408.2018.1507866

Moon, J. W., & Kim, Y. G. (2001). Extending the TAM for a World-Wide-Web context. *Information and Management*, *38*(4), 217–230.
https://doi.org/10.1016/S0378-7206(00)00061-6

Natarajan, T., Balasubramanian, S. A., & Kasilingam, D. L. (2018). The moderating role of device type and age of users on the intention to use mobile shopping applications. *Technology in Society*, *53*, 79–90.
https://doi.org/10.1016/j.techsoc.2018.01.003

Nugroho, A. H., Bakar, A., & Ali, A. (2017). Analysis of Technology Acceptance Model: Case Study of Traveloka. *Arthatama Journal of Business Management and Accounting*, *1*(1), 27–34.

Pallant, J. (2010). *SPSS survival manual: A step by step guide to data analysis using the SPSS program. 4th Edition*. McGraw Hill.

Pallant, Julie. (2011). *The SPSS Survival Manual*. Routledge.

Prakosa, A., & Sumantika, A. (2021). An Analysis of Online Shoppers' Acceptance and Trust toward Electronic Marketplace using TAM Model. *Journal of Physics: Conference Series*, *1823*(1), 1–8. https://doi.org/10.1088/17426596/1823/1/012008

Prensky, M. (2001). Digital Natives , Digital Immigrants. *Digital Natives Digital Immigrants*, 1–6.

Reilly, P. (2012). Understanding and Teaching Generation Y. *English Teaching Forum*, *50*(1), 1–10.

Roshan Priyankara, Sudath Weerasiri, Ravindra Dissanayaka, & Manoj Jinadasa. (2017). Celebrity Endorsement and Consumer Buying Intention With Relation to the Television Advertisement for Perfumes. *Management Studies*, *5*(2), 128–148. https://doi.org/10.17265/2328-2185/2017.02.005

Salloum, S. A., Qasim Mohammad Alhamad, A., Al-Emran, M., Abdel Monem, A., & Shaalan, K. (2019). Exploring students' acceptance of e-learning through the development of a comprehensive technology acceptance model. *IEEE Access*, *7*,
128445–128462. https://doi.org/10.1109/ACCESS.2019.2939467

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research*.
https://doi.org/10.1007/978-3-319-57413-4_15

Sonneberg, M.-O., Werth, O., Leyerer, M., Wille, W., Jarlik, M., & Breitner, M. (2019). An Empirical Study of Customers' Behavioral Intention to Use Ridepooling Services – An Extension of the Technology Acceptance Model.
Wirtschaftsinformatik, 83–97.

Suleman, D. (2018). FAKTOR PENENTU KEPUTUSAN KONSUMEN INDONESIA MEMILIH TEMPAT BELANJA DISEBUAH E-COMMERCE
(Theory of Planned Behavior). *Jurnal JDM*, *01*(01), 1–9.

Valencia-Arias, A., Chalela-Naffah, S., & Bermúdez-Hernández, J. (2019). A proposed model of e-learning tools acceptance among university students in developing countries. *Education and Information Technologies*, *24*(2), 1057–1071. https://doi.org/10.1007/s10639-018-9815-2

Venkatesh, V., & Davis, F. D. (2000). Theoretical extension of the Technology
Acceptance Model: Four longitudinal field studies. *Management Science*, *46*(2), 186–204. https://doi.org/10.1287/mnsc.46.2.186.11926

CHAPTER 9

Feasibility Analysis of Dragon Fruit Agro-Tourism In Sungai Buluh Village, Muara Bulian District Batanghari District

Ade Jermawinsyah Zebua, SE,MM
Program Manajemen, Universitas Graha Karya Muara Bulian
adejermawinsyahzebua9@gmail.com*
Rusnani,S.Si,M.Si
Program Studi Agribisnis, Universitas Graha Karya Muara Bulian
rusnanieko@gmail.com**
Orcid : 0000-1002-0723-6716
Uliya, S.Pt,M.Si
Program Studi Agribisnis, Universitas Graha Karya Muara Bulian
uliyastip1974@gmail.com**
Orcid : 0000-0002-7834-9507

ABSTRACT

This research was conducted on the dragon fruit agro-tourism farming Mr. H. Hendro Sudarto in Sungai Buluh Village, Muara Bulian District, Batanghari Regency. The area of Mr. H. Hendro Sudarto's dragon fruit agro-tourism farming area is 2 hectares and consists of ± 2000 dragon fruit plant support poles with a total of 6000 plants. Mr. H. Hendro Sudarto's dragon fruit agro-tourism farming business began in 2016 until now. The research objectives based on the formulation of the problem can be concluded as follows (1) To determine the cost of dragon fruit farming in Sungai Buluh Village, Muara Bulian District, Batanghari Regency. (2) Analyzing the income of farmers in dragon fruit farming in Sungai Buluh Village, Muara Bulian District, Batanghari Regency, and (3) Analyzing the efficiency of dragon fruit farming in Sungai Buluh Village, Muara Bulian District, Batanghari Regency.

The research method used in this research is descriptive quantitative research method, which is a research method that focuses on problems or phenomena that are actual at the time the research is conducted and then describes the facts about the problem being investigated as it is accompanied by a rational and accurate interpretation. .

The results showed that: (1) the total cost of dragon fruit agro-tourism farming Mr. H. Hendro Sudarto was Rp. 856,977,000,-. (2) The amount of dragon fruit agro-tourism farming income received by farmers is Rp. 140,523,000,-. (3) Dragon fruit agro-tourism farming Mr. H. Hendro Sudarto is considered feasible based on Revenue Cost Ratio (R/C) with a value of 1.16 because R/C > 1.

Keywords: Farming Analysis, Dragon Fruit Agrotourism, Total Cost, Income, and Efficiency.

Penulis 1

Penulis 2

I. INTRODUCTION

Indonesia is a country with abundant resources, both human resources and natural resources. Indonesia has a variety of very diverse agricultural products, this is because most of Indonesia's territory is a potential area to be used as agricultural land for various crops. Agriculture is a very important sector in the Indonesian national economy. The agricultural sector has a role as a producer or provider of food, a provider of employment, a source of foreign exchange, as well as the formation of capital or investment as well as a market for other sector products (Ministry of Agriculture, 2009).

One of the agricultural sub-sectors that support agricultural development is the horticulture and food sub-sector. Development in the field of food crops and horticulture which is directed at realizing advanced, efficient and resilient agriculture is an integral part of national development.

Horticulture is often considered as a future agricultural commodity that can promise various needs. Horticulture development is expected to provide great added value for producers and industrial users, while consumers can also improve nutritional balance in food patterns (Suharyo, 1999).

The development of horticultural commodities, especially fruits, can be designed as a new source of growth in the national economy. The development of fruit agribusiness will provide added value for producers (farmers) and industrial users and can improve the nutritional balance for consumers (Rukmana, 2003).

One type of horticultural commodity that is quite a prima donna is dragon fruit (Hylocereus sp) which is a fruit plant that was originally known as an ornamental plant. This plant has long been known to the people of Taiwan, Vietnam, and Thailand. For people in the country, dragon fruit cultivation continues to be carried out because it is very profitable (Putra, 2011).

In Indonesia, dragon fruit plants have not been widely cultivated, because this plant only entered the territory of Indonesia in 2000 and was imported from Thailand, then cultivated into agricultural crops in several areas such as Yogyakarta, Malang, Mojokerto, Bogor and Jember (Purba, 2007). Dragon fruit agribusiness development began to emerge in Indonesia in 2003. Since then, many agribusiness entrepreneurs in Indonesia have been interested in this commodity. They considered that cultivating dragon fruit is relatively easy and has good prospects for the future.

Agrotourism is one of the businesses in the agricultural sector with an emphasis on selling services to consumers. The form of these services can be in the form of beauty, comfort, tranquility and education. The development of agro-tourism in each area that has sufficient potential and natural capital will create profitable agribusiness

In the Muara Bulian area, especially in Sungai Buluh Village, there is Dragon Fruit Agrotourism which is a fruit plantation and several other horticultural crops. The plantation was planted with various fruit crops including dragon fruit, red bangkok star fruit, papaya, banana and others as well as melon plant trials. The most widely cultivated commodity is dragon fruit. Dragon Fruit Agrotourism in Sungai Buluh Village was started in 2016.

This study has the objectives of (1) Knowing the cost of dragon fruit farming in Sungai Buluh Village, Muara Bulian District, Batanghari Regency, (2) Analyzing the income of farmers in dragon fruit farming in Sungai Buluh Village, Muara Bulian District, Batanghari Regency, (3) Analyzing efficiency of dragon fruit farming in Sungai Buluh Village, Muara Bulian District, Batanghari Regency.

The results of this study are expected to be useful for (1) providing information that can increase knowledge about dragon fruit farming for farmers and the community, business people, and other parties who need it so that it can provide an attraction for them to invest in dragon fruit farming, (2) As a reference for students, this research is a means to determine the knowledge gained in tertiary education to analyze the real situation in the field, (3) As one of the requirements for writers in completing a Bachelor's Degree Study at the College of Agricultural Sciences Graha Karya Muara Bulian.

II.LITERATURE

2.1. Botanical Dragon Fruit

Dragon fruit is a fruit plant that is still in a group of cactus species, originating from Mexico, Central America, and South America until it is widespread today. This dragon fruit can grow well with a temperature of 38-40 degrees Celsius, with loose and fertile soil media and contains lots of organic material in it. Dragon fruit has roots that propagate not so long and form branch roots and from these branch roots grow hair roots that are small in size and in large numbers.

The stem of the dragon fruit plant functions as a leaf and is triangular in shape with a very long size hanging down. Dragon fruit has beautiful flowers before finally turning into fruit, the shape of the dragon fruit flower resembles a long funnel that ranges from 30 cm and will then bloom in the afternoon and bloom perfectly at night.

Dragon fruit is a stone fruit that is fleshy and juicy. The shape is round, elongated or slightly oval. The skin is bright red, dark red, and yellow. It all depends on the type with a thickness of 3 mm – 4 mm and tufts that look like dragon scales. The weight of one dragon fruit ranges from 80-500 grams depending on the type, and the flesh of the dragon fruit is thick with fine fibers with seeds scattered inside with a small size and black color. Dragon fruit in addition to having good nutritional content, tastes good and has good benefits for the body and health, dragon fruit also has high economic value with relatively easy cultivation (Srirahayu, 2014).

2.2. Plant Dragon Fruit

This plant can grow in the lowlands, at an altitude of 20 - 500 m above sea level with loose, porous soil conditions, lots of organic matter containing nutrients, with a pH of 5 - 7. Water must be available enough, because this plant is sensitive to drought. and will rot if excess water. Requires full sun exposure to speed up the flowering process.

The thing that needs to be considered in land preparation is to prepare a support pole to erect the plant, because this plant does not have a solid primary stem. Can use a pole of wood or concrete with a height of 2 meters,

which is driven into the ground to a depth of 40 cm. The upper end of the support pole is given a circular iron for plant branches. A month before planting, first make a hole for planting poles as deep as 40 cm with a spacing of 2.5 m x 2.5 m, so that in 1 ha there are about 1000 planting holes for support poles.

Before planting dragon fruit, the land is cleaned first, after the land is clean then make holes for the support poles with a pole depth of 40 cm and a pole height of 2 meters. The ends of the support poles are given iron and then the tires are wrapped around the iron for dragon fruit branches with a diameter of 60 cm and the poles are planted as deep as 40 cm. A month before planting, after the poles have stood, add 15 kg of sand/pole, 12.5 kg of chicken manure/pole, 12.5 kg of rice husks/pole and 15 kg of ash/pole with the aim of meeting the amount of nutrient requirements that do not fit in the soil so that can increase the yield of dragon fruit plants.

In selecting seeds, in addition to choosing the type or variety and quality of the seeds to be planted, they usually do their own seeding from the parent plant, which is really maintaining the authenticity of the variety and its quality. Dragon fruit can be propagated by cuttings and seeds but generally the seeds used are in the form of cuttings. The cuttings needed for plant stem material with a length of 30 cm are planted in polybags with the required planting media.

Cutting or making these seeds is done using clean, sharp and sterile scissors. Cutting is done seedlings easily form roots. Before planting in polybags, the seeds are aerated for 2 - 3 days to dry or remove the sap from the cut so that the vines do not rot quickly. Planting seeds in polybags is using chicken manure, sand, rice husks and then soil with a polybag size of 2 kg with a ratio of 1:1:1:1 and within 3 weeks the seeds are ready to be planted.

Before the seeds are planted, make a planting hole with a distance of 30 cm from the pole and a distance of 40 cm from each seed. in one pole there are 3 dragon fruit seeds with the number of poles in 1 ha is 1000 poles so that in 1 ha there are 3000 dragon fruit seeds.

1. Irigation

In the early growth period, the water needs of plants must be considered, especially in the dry season, watering is needed every five days or once a week and do not overdo it. If in one week there is rain then watering does not need to be done. Giving too much water will cause spoilage.

2. Fertilization

Fertilization is one of the main activities in dragon fruit cultivation because it is closely related to plant growth and development as well as the quality and productivity of the dragon fruit. In fertilizing the fertilizers used are compost and liquid organic fertilizers because compost and liquid organic fertilizers are fertilizers that can improve and maintain soil fertility, and increase nutrient availability. Fertilization using compost and liquid organic fertilizer is done every 4 months.

But to accelerate the growth of dragon fruit plants, farmers provide NPK chemical fertilizer, NPK fertilizer is given after the fertilizer is thawed and sprinkled on the dragon fruit plant media. Fertilization using NPK fertilizer is done every 3 months.

3. Pruning

Pruning on dragon fruit plants is carried out on the main stem and then 4 buds are grown above the crossbar which are allowed to stick out sideways. Flowers and fruit will appear on the branches that stick out. In the dragon fruit agro-tourism garden in Sungai Reed village, dragon fruit pruning is carried out every 6 months.

Dragon fruit in Sungai Buluh Village can produce 6 months after planting, harvesting is done every 2 weeks with the characteristics of the fruit that is ready to be harvested is the skin color of the fruit is shiny red, the tassels or scales change color from green to reddish. Harvesting can be done using fruit shears, fruit can be harvested when it reaches the age of 50 days from the time the flowers bloom.

Dragon fruit after going through the harvest process, then the dragon fruit is selected or sorted based on the size and type of fruit. With the aim of separating fruit that is feasible or not for sale. Dragon fruit is sold through social media, then buyers will buy directly at the Dragon Fruit Argotourism garden. For packaging when purchasing dragon fruit, it is packaged in a bag plastic, with the selling price of dragon fruit Rp. 25,000/kg.

2.3. Farming

Farming science can be interpreted as a science that studies how a person allocates existing resources effectively and efficiently for the purpose of obtaining high profits at a certain time. It is said to be effective if farmers can allocate the resources they have (which are controlled) as well as possible and are said to be efficient if the use of these resources produces output (Output).

2.4.Production and Factor Production

Production in farming is the product in physical form obtained from a production process activity. Agricultural production technically uses inputs and outputs. Where the input is everything that is included in the production process and the output is the crop produced by farming (Soestrisno, et al. 2003).

Factors of production in agriculture means using production factors which include land, capital, labor and their management to be able to produce production. Factors of production in all sacrifices given to plants so that plants are able to grow and produce well.

2.4.1. Land

Soil is the most important production factor in agriculture because land is a place where farming can be carried out and where production is released because it is a place to grow plants. Agricultural land is a determinant of the influence of agricultural commodities. In general, it is said, the wider the area of land that is cultivated, the greater the amount of production produced by the land (Rahim and Hastuti, 2007).

According to Hernanto (1996), that the area of arable land is the main factor that affects the level of production and farmers' income. If the area of arable land is large enough, the economic opportunity to increase production will be greater. Dragon fruit agrotourism in Sungai Buluh Village has a dragon fruit area of 2 ha.

2.4.2.Capital

Capital is one of the factors of production that need to be considered in addition to other factors of production. Capital is used to generate new capital and can be used in the next production process. Soekartawi (1998) said that capital in farming can be classified as a form of wealth, either in the form of money or goods that are used to produce something either directly in a production process.

2.4.3. Labour

The workforce taken in this study is the number of workers calculated from the number of workers used for the production process of the outpouring of work (allocation of time used by the workforce) calculated per farmer's Working Day (HOK). So the unit used is the number of people.

The success or failure of dragon fruit farming is also influenced by the use of labor during the cultivation process. The workforce in dragon fruit agro-tourism farming in Sungai Buluh Village uses workers who are given wages directly by farmers every month. The types of work carried out during the cultivation process include fertilizing, pruning, weeding, irrigation and harvesting.

2.5 Farming Cost

Farming costs are sacrifices made by producers (farmers) in managing their businesses in order to get maximum results (Soekartawi, 1994). According to Hermanto (1989), costs in farming can be distinguished based on:
a. Based on the amount of output produced consists of:
1. Fixed costs are costs whose size does not depend on the size of production, for example: land tax, land rent, depreciation of agricultural building equipment and interest on loans.
2. Variable costs are costs that are directly related to the amount of production, for example: expenditures for seeds, fertilizers, medicines and labor costs.
b. Based on the directly issued and calculated consists of:
1. Cash costs are for fixed costs and variable costs which are paid in cash. Examples are land taxes, spending on seeds, fertilizers and medicines.
2. Non-cash costs (calculated) are depreciation costs for equipment, buildings, rent for own land (fixed costs) and labor in the family (variable costs).

2.6. Revenue

According to Soeharjo and Patong (2001), Farming revenue can be in the form of three things, namely:
1. The results of the sale of the resulting product.
2. Products consumed by entrepreneurs (farmers) and their families.
3. Inventory value increase

Soekartawi (2005) argues that farm income is the multiplication between the production obtained and the selling price.

2.7. Farming Income

In farming income there are two elements that are used, namely the income and expenditure elements of the farm. Revenue is the result of multiplying the total number of products with the unit selling price, while expenses are costs incurred during the production process (Ahmadi, 2001).

Hernanto (1996) states that farm income is as an organization of nature, labor and capital which is shown in agricultural production and is intentionally carried out by a person or group of farmers on land with the use of production factors in limited circumstances, namely land, capital and labor combined. to produce agricultural production. Production is a process that converts inputs into outputs.

2.8. Efficiency

Efficiency is defined as an effort to use the smallest input to get the maximum production. The success of the production process in a farm can be seen from the level of efficiency achieved so that maximum profit will be obtained, the concept of efficiency in the analysis is widely used as a determination in decision making in farming in connection with the achievement of maximum income and profit (Soekartawi, 2001).

Soekartawi (2003) stated that R/C or Revenue Cost Ratio is a comparison (ratio) between revenue and costs. R/C of more than 1 (>) means that the farming carried out is efficient. R/C less than 1 (<) means that the farming is inefficient. R/C is equal to 1 (= 1), meaning that the farming carried out is reaching the break-even point.

In dragon fruit farming there are two factors, namely input and output. Where farming activities always require production inputs in the form of land, capital and labor that are managed as effectively and efficiently as possible so that they can produce as much output as possible. Production costs and prices are very influential on farmers' income in farming so that they can determine the level of farmers' income. Farmers' income is determined from production costs and revenues so that from this it can be seen whether or not a farm is efficient.

2.10. Hypothesis

Based on the description of the problem formulation and research objectives, the hypothesis that can be proposed is that it is suspected that Dragon Fruit Agrotourism Farming in Sungai Buluh Village is feasible to be cultivated.

III. THE RESEARCH METHODE

This research was carried out on November 2, 2018 to January 2, 2019, and this research was carried out on the dragon fruit farm of Mr. H. Hendro Sudarto in Sungai Buluh Village, Muara Bulian District, Batang Hari Regency. The location selection was done purposively with the consideration that in Sungai Buluh Village there is a dragon fruit farm that has been cultivated since 2016 and has been in production and has been marketed.

3.2 Jenis dan Sumber Data

This research was carried out on November 2, 2018 to January 2, 2019, and this research was carried out on the dragon fruit farm of Mr. H. Hendro Sudarto in Sungai Buluh Village, Muara Bulian District, Batang Hari Regency. The location selection was done purposively with the consideration that in Sungai Buluh Village there is a dragon fruit farm that has been cultivated since 2016 and has been in production and has been marketed.

1. Observation

This technique is carried out by recording direct observations of the object to be studied in order to obtain a clear picture of the area to be studied.

2. Interview

This technique is used to collect primary data by conducting direct interviews with respondents based on a list of previously prepared questions (questionnaires).

3. Recording

This technique is used to collect secondary data. This technique is done by taking data and then recording the data from various sources related to research.

Methode Analysis

The method used in this research is descriptive quantitative research method. According to Nawawi (2003) descriptive methods are research methods that focus on problems or phenomena that are actual at the time the research is conducted, then describe the facts about the problem being investigated as they are accompanied by rational and accurate interpretations.

TR1 = Y1 . Py1 with the following explanation:
TR = Total Revenue
Y1 = Production obtained in one farm
Py = Production price Y (price of seeds, fertilizers and medicines)

c. Farming Income

Operating income is a reduction in total revenue with the total cost of dragon fruit farming. Mathematically it can be written as follows:

Y = TR – TC
Information :
Y = Dragon fruit farming income (Rp)
TR = Total revenue from dragon fruit farming (Rp)
TC = Dragon fruit farming cost (Rp)

2. Feasibility of dragon fruit farming

Soekartawi (2003) stated that R/C or Revenue Cost Ratio is a comparison (ratio) between revenue and
The cost is mathematically written as follows:

R/C Ratio = R

C
Information :
R = Total revenue (Rp)
C = Total Cost (Rp)

IV. THE RESULT RESEARCH

In doing farming, one other important factor that needs to be considered is the cost of doing farming. Farming costs are the amount of money paid to purchase goods and services for farming activities or are sacrifices made by farmers in managing their farms.

4.1.1. Fixed Cost

Fixed costs are costs whose size does not depend on the size of the production produced. Fixed costs in this study include depreciation costs for durable equipment, rental costs and other costs used by farmers. Fixed costs contained in dragon fruit farming can be seen in table 1 below:

Tabel 1. Biaya Tetap Usahatani Buah Naga

No.	Uraian	Harga (Rp)	Penyusutan (Rp)	Jumlah (Rp)
1.	Tiang Kayu Bulian	20.000.000,-	3.600.000,-	3.600.000,-
2.	Ban Motor dan Besi	6.000.000,-	1.000.000,-	1.000.000,-
3.	Cangkul	360.000,-	52.000,-	52.000,-
4.	Gerobak Sorong	1.400.000,-	180.000,-	180.000,-
5.	Gembor	240.000,-	40.000,-	40.000,-
6.	Gunting Buah	610.000,-	235.000,-	235.000,-
7.	Cangkul Kecil	45.000,-	15.000,-	15.000,-
8.	Kabel	150.000,-	60.000-,	60.000,-
9.	Kap Lampu Jalan	135.000,-	21.000-,	21.000,-
10.	Bola Lampu	135.000,-	62.500,-	62.500,-
11.	Parang	75.000,-	27.500,-	27.500,-
12.	Alat Penyemprot	900.000,-	160.000-,	160.000,-
13.	Keranjang Buah	100.000,-	70.000,-	70.000,-
14.	Selang Penyiraman	2.000.000,-	390.000,-	390.000,-
15.	Pipa Saluran Pupuk	10.500.000,-	2.000.000,-	2.000.000,-

16.	Polongan	15.000.000,-	2.800.000,-	2.800.000,-
17.	Disel Robin	9.000.000,-	1,500.000-,	1.500.000,-
18.	Minyak Bensin	26.224.000,-	-	26.224.000,-
19.	Sewa Excavator	63.600.000,-	-	63.600.000,-
20.	Sewa Lahan	332.500.000,-	-	332.500.000,-
		Total Biaya Tetap		434.537.000,-

Based on table 1 above, it shows that the value of all fixed costs in dragon fruit farming is Rp. 434.537.000,-.

4.1.2. Variable Costs

Variable costs are costs that are directly related to the amount of production. Variable costs incurred by dragon fruit farmers such as the cost of fertilizer, seeds, medicines and labor. Cost breakdown variables in dragon fruit farming can be seen in table 2 below:

Table 2. Variable Costs of Dragon Fruit Farming

No.	Jenis Biaya		Jumlah
1.	Tenaga Kerja	Rp	323.750.000,-
2.	Pengolahan Tanah	Rp	12.800.000,-
3.	Bibit	Rp	18.000.000,-
4.	Pemupukan	Rp	29.400.000,-
5.	Obat-Obatan	Rp	38.490.000,-
	Total	Rp	422.440.000,-

From the table above shows that all the variable values issued by dragon fruit farmers in running their farming are Rp. 422.440.000,-.

4.1.3.Total Cost

In dragon fruit farming there are two components of cost details, namely details of fixed costs and details of variable costs. The average production costs incurred by dragon fruit farmers can be seen in table 3 as follows:

Table 3. Average Production Cost

No.	Jenis Biaya	Jumlah (Rp)
1.	Biaya Tetap	434.537.000,-
2.	Biaya Variabel	422.440.000,-
	Total	856.977.000,-

From the table above, it can be seen that the average production cost of dragon fruit farming with 2 ha of land is Rp. 856,977,000,-.

4.2 Revenue

Revenue is the result received by dragon fruit farmers on the sale of dragon fruit farming results. Revenue is obtained from the multiplication of all dragon fruit production with the selling price of dragon fruit per kilogram. The selling price of production in the research area did not change. On average, farmers get the selling price of dragon fruit is Rp. 25,000/Kg. The average acceptance of dragon fruit farmers can be seen in table 4 below:

Table 4. Average Revenue of Dragon Fruit Farming

No.	Penerimaan Usahatani	Jumlah (Rp)
1.	Produksi (Kg)	39.900

2.	Harga Jual (Rp/Kg)	25.000,-
	Penerimaan	997.500.000,-

Tabel 4 diatas menunjukkan bahwa total penerimaan usahatani buah naga adalah sebesar Rp 997.500.000,-.

4.3 Income

Income is the difference from the total income obtained by farmers minus the total production costs during the production process. The average net income of dragon fruit farmers can be seen in table 5 below:

Tabel 5. Rata-Rata Pendapatan Usahatani Buah Naga

No.	Keterangan	Total (Rp)
1.	Penerimaan	997.500.000,-
2.	Biaya Produksi	856.977.000,-
	Pendapatan	140.523.000,-

The table above shows that the income of farmers in dragon fruit farming is Rp. 140,523,000, - with a land area of 2 ha. The income is the farmer's net income which has been reduced by all production costs, namely fixed costs and variable costs.

4.4 Revenue Cost Ratio (R/C Ratio)

Revenue Cost Ratio is a comparison between total revenue divided by total cost. If R/C > 1 then farming is said to be efficient, in this study the average value of the ratio by farmers is > 1 then dragon fruit farming in the research area is considered efficient to cultivate. The average ratio can be seen in table 6 below:

No.	Uraian	Jumlah
1.	Penerimaan (R)	997.500.000,-
2.	Biaya Total (C)	856.977.000,-
	R/C	1,16

Based on the analysis, the value of the R/C Ratio of dragon fruit farmers in the research area is 1.16, meaning that every Rp. 1 cost incurred will generate revenue of Rp. 1.16. In other words, dragon fruit farming in Sungai Buluh Village is considered efficient for cultivation.

V. CONCLUSION

Based on the results of research and discussion of Dragon Fruit Agro-tourism Farming Analysis in Sungai Buluh Village, Muara Bulian District, Batanghari Regency, it can be concluded that:

1. The total cost of dragon fruit farming Mr. H. Hendro Sudarto located in Sungai Buluh Village is Rp. 856,977,000,-.
2. The amount of dragon fruit farming income received by farmers is Rp. 140,523,000, -.
3. Dragon fruit farming in Sungai Buluh Village in Muara Bulian District is considered feasible to be cultivated in terms of Revenue Cost Ratio (R/C) with a value of 1.16 because R/C > 1

REFERENCES

Agus dan Nurrasyid. 2012. 5 *Jurus Sukses Hasilkan Buah Naga Kualitas Prima*. Agro Media Pustaka. Jakarta Selatan.

Ahmadi. 2001. *Ilmu Usahatani*. Penebar Swadaya. Jakarta.

Ahmad Rahsan Jani, 2017. *Penelitian Terdahulu*. *Analisis Usahatani Buah Naga Di Kecamatan Rimbo Tengah Kabupaten Bungo (Studi Kasus Usahatani Buah Naga Bapak Khusairi.SP).*

http://ojs.universitasmuarabungo.ac.id/index.php/JAS/article/view/140/139 [Di Akses Pada 30 Juli 2018]

Daniel, 2002. *Pengantar Ekonomi Pertanian*.PT. Bumi Aksara. Jakarta

Daniel, Moeher. 2004. *Pengantar Ekonomi Pertanian*. Bumi Aksara. Jakarta

Departemen Pertanian. 2005. *Pengembangan Agribisnis Buah Naga (dragon fruit) Indonesia Dalam Mencapai Pasar Ekspor*. Departemen Pertanian. Jakarta.

Gustiyana, H. 2004. Analisis *Pendapatan Usahatani untuk Produk Pertanian*. Salemba Empat. Jakarta.

http://ilmuandinformasi.blogspot.com/2013/06teori-pendapatan.html?m=1. [Di Akses 10 Agustus 2018].

Hadari, Nawawi. 2003. *Metode Penelitian Bidang Sosial*. Gajah Mada University Press. Yogyajakarta.

Hernanto. 1996. *Ilmu Usahatani*, Penebar Swadaya, Jakarta.

________. 1989. *Ilmu Usahatani*. Penebar Swadaya Yayasan Indonesia. Jakarta.

________. 1993. *Ilmu Usahatani*. Cetakan Ketiga (Jakarta : Penebar Swadaya).

_______. 1996. *Ilmu Usahatani*. Penebar Swadaya. Jakarta

Isaskar. 2014. Modul 1 Pendahuluan : *Pengantar Usahatani Laboratorium Analisis dan Manajemen Agribisnis*. Fakultas Pertanian. Universitas Brawijaya.

Kementerian Pertanian. 2009. *Rancangan Rencana Strategis Kementrian Pertanian* PRIODE 2010-2014

Listiana. 2003. *Pengkajian Peningkatan Pendapatan dan Kesejahteraan Keluarga Petani Ikan Jaring* (Studi Kasus di Waduk Cirata Desa Bobojong Kecamatan Mande, Kabupaten Cianjur Jawa Barat). Skripsi Tidak Dipublikasikan Institut Pertanian Bogor.

Mubyarto. 1989. *Pengantar Ekonomi Pertanian Lembaga Penelitian Pendidikan dan Penerangan Ekonomi dan Sosia*l. Jakarta.

._______. 1995. Pengantar Ekonomi Pertanian, LP3ES. Jakarta.

Pamulardi, Bambang. 2006. *"Pengembangan Agrowisata Berwawasan Lingkungan".* Universitas Diponegoro.

Purba, S. 2007. *Agribisnis Buah Naga di Indonesia*. Penebar Swadaya Jakart.

Putra. 2011. *Budidaya Buah Naga*. Jakarta: Laksana

Rahim. Abd dan Hastuti. 2007. *Ekonomi Pertanian*. Jakarta. Penebar Swadaya.

Renita Yuanda Putri, 2004. Penelitian Terdahulu. Analisis Usahatani Buah Naga Super Merah Sampai Tahun ke-4 di Kabupaten Padang Pariaman.

https://id.123dok.com/document/zlgv87ry-analisis-usahatani-buah-naga-daging-super-merah-hylocereus-costaricencis-sampai-tahun-ke-4-di-kabupaten-padang-pariaman-1.html [Di Akses Pada 30 Juli 2018]

Rukmana, R. 2003. *Usahatani Markisa*. Kanisius. Yogyakarta

Shinta Agustin. 2011. *Ilmu Usahatani*. UB Press: Malang

Soeharjo dan Patong. 2001. *Sendi-Sendi Ilmu Usahatani*. Departemen Ilmu Sosial Ekonomi. Fakultas Pertanian Institut Pertanian Bogor.

Soekartawi. 1994. *Prinsip Dasar Ekonomi Pertanian : Teori dan Aplikasi*.

Rajawali Press. Jakarta.

____________. 1995. *Analisis Usahatani*. UI Press. Jakarta.

____________. 2001. *Pengantar Agroindustri*. PT Raja Grafindo Persada. Jakarta.

____________. 2002. *Agribisnis Teori dan Alikasinya*. PT Raja Grafindo Persada. Jakarta.

_________. 2005. *Analisis Usahatani*. UI Press. Jakarta.

_________. 2003. *Teori Ekonomi Produksi dengan Pokok Bahasan Analisis Fungsi Cobb-Douglass*. Raja Grafindo Persada, Jakarta.

Srirahayu. 2014. *Budidaya Buah Naga Cepat Panen*. Penerbit Infra Hijau. Yogyakarta.

Suharyo Rh.1999. *Pengetahuan Dasar Hortikultura I.* CV Sinar Baru. Bandung

Wibowo, Rudi. 2000. *Perencanaan Pemanfaatan dan Evaluasi Program Proyek Pembangunan Pertanian*. Fakultas Pertanian Universitas Jember. Jember. Https://Id.123dok.Com//Document/Rz3g5mmy-Analisis Usahatani-Buah-Naga-Di-Desa-Sambirejo-Kecamatan-Bangorejo-Kabupaten-Banyuwangi.Html [Di Ases Pada 5 September 2018]

Yuliarti N. 2012. *Bisnis Buah Naga.* IPB Press. Bogor. 66 hlm

Zulkarnain.2009. *Dasar-Dasar Hortikultura*. PT Bumi Aksara. Jakarta

EDITORS' BIOGRAPHIES

Assoc. Prof. Dr. Muhammad Ali Tarar (Ph. D Rural Sociology)

Dr. Muhammad Ali Tarar joined University of Agriculture, Faisalabad- Pakistan as Teaching Assistant in 2005, later as, Lecturer Rural Sociology in November 2007 and presently serving the Department of Sociology, Ghazi University, Dera Ghazi Khan-Pakistan as Associate Professor / Chairman Sociology. Additionally, he has also served as Director office of Research, Innovation & Commercialization (ORIC) from 18-11-2015 to 24-10-2022 and awarded a "Certificate of Appreciation" from Vice Chancellor, Ghazi University, Dera Ghazi Khan for excellent services (15-09-2022). As Chief Editor, Kisht-e-Nau (student Magazine, University of Agriculture, Faisalabad) published Centennial Number in 2006 and was awarded UNIVERSITY GOLD MEDAL from Chancellor of University/ Governor of Punjab-Pakistan as-well-as UNIVERSITY ROLE OF HONOR, UNIVERSITY COLOUR & UNIVERSITY CERTIFICATE OF EXCELLENCE was awarded from Worthy Vice Chancellor for publishing the Centennial Number of " Kisht-e-Nau " as Chief Editor on the eve of centenary celebrations of University of Agriculture, Faisalabad (14th to 16th March 2006). He has vast experience in teaching & research. Being Researcher published more than 40 research articles on different social & behavioral issues in National & International high-quality indexes/ impact factor journals that are recognized by Higher Education of Pakistan and at postgraduate level supervised more than one hundred research students and completed their research. He is also coauthor/ Editor of books (i)"Introduction to Sociology; (ii) "Accounting Inquiries with New Approaches in the Post-Pandemic Era Volume I"; (iii) "Accounting Inquiries with New Approaches in the Post-Pandemic Era Volume II"; (iv) "Abstract E-Book" 5th International CEO Social Sciences Congress (CEOSSC 2022)". He is also external examiner of research / paper setter of many universities for postgraduate level as well as examination supervisor of Punjab Public Service Commission, Pakistan. Being Director ORIC made collaboration with sister universities and industries to develop academia to academia & Academia-Industry linkages for better knowledge and research sharing and signed more than 20 MOUs and strengthen the external linkages, developed a Business Incubation Center (Regional Plan9) & Women Development Center at Ghazi University with collaboration of Govt. of Punjab, Pakistan. He is Member selection/ recommendation Committee of Ghazi University to recommend BS-1 to BS-16 candidates to the Vice Chancellor for Approval of Appointment, Terms, and conditions of Services); Member Board of Faculty for a period of three years for faculty of Arts; Member Consultative Committee; Member Convocation Organizing Committee for 1st & 2nd Convocation of the Ghazi University; Convener University Disciplinary Committee ; Convener University Disciplinary Advisory Committee; Member Compliance Implementation Plan Committee (CIPC) to prepare Compliance Implementation Plan (CIP) in coordination with respective offices; Nominated as Focal Person to collaborate with QEC regarding IPE Review visit at Ghazi University; Member Affiliation Committee (to affiliate & Disaffiliate Govt. & Private Educational Institutes / colleges with Ghazi University); Member University Grievance Redress Committee; Member University Monitoring, Evaluation and Learning Committee; Member University Scrutiny Committee for Administration Posts; Member Standing Committee for vetting of non-schedule items with the term of Reference (TORs); Member Surveillance committee of Ghazi University; Member Online Quality Assurance (OQA) Task Force of Ghazi University; Members University General Purchase Committee; Member University Semester Rules Committee; Member Inquire committee about matter/ issue regarding allegations on social & print media against employees, Member University Prospectus Committee to prepare prospectus and Member University Admission Committee year 2019, 2020 & 2021; Focal Person Kamyab Jawan Innovation League; Member Plagiarism Standing Committee (PSC) Ghazi University; Member Self Institutional Performance Evaluation (IPE) Committee and Focal person to conduct quantitative research on Beggary in Punjab with collaboration of Department of Social Welfare, UCDP, D. G. Khan (December 2016 to To-date).

Dr. Muhammad Ali Tarar, Department of Sociology, Ghazi University, Dera Ghazi KhanDr.

Enock Siankwilimba, PhD. Cand.

Enock Siankwilimba is an agricultural market system development expert with over 20 years of experience, having worked in different donor-funded extension programs and projects in Zambia. He is one of the seasoned market system experts (making the market work for the poor-M4P) in Zambia. He is one of the founder members of Musika Zambia, a company he is currently serving as the Agricultural Diversification-Livestock Manager at the Lusaka Head office. Enock Siankwilimba is a fully paid-up member of the Economic Association of Zambia (EAZ) and Zambia Network For Environmental Educators and Practitioners (ZANEEP).

His research focuses on agricultural market system development, livestock and crop business models, climate change, value chain development, and rural agricultural extension development. He holds a Master of Art in Transformative Community Development, a Bachelor of Arts in Development Studies, and a General Certificate in General Agriculture. Enock is a .Ph.D. student at the Graduate School of Business Studies at the University of Zambia. His study is based on the Development of a Framework for a Sustainable Cattle Business Model for Small Scale Cattle Farmers: The Case of Namwala District of Zambia using a systems dynamic approach.

3. Published articles to date

- Mwiinde, A. M., Siankwilimba, E., Sakala, M., Banda, F., & Michelo, C. (2022). Climatic and Environmental Factors Influencing COVID-19 Transmission—An African Perspective. Tropical Medicine and Infectious Disease, 7(12), 433. https://doi.org/10.3390/tropicalmed7120433
- Munkombwe, J., Phiri, J., & Siankwilimba, E. (2022). Financial Innovation among Smallholder Farmers: Enhancing the uptake of Weather Index Insurance through a Pragmatic Approach. Journal of Social Sciences Advancement, 3(1), 01-19. https://doi.org/10.52223/JSSA22-030101-27
- Maulu, S., Hasimuna, O. J., Mutale, B., Mphande, J., & Siankwilimba, E. (2021). Enhancing the role of rural agricultural extension programs in poverty alleviation: A review. Cogent Food & Agriculture, 7(1), 1886663 https://doi.org/10.1080/23311932.2021.1886663
- Enock Siankwilimba, Edwell. S. Mwaanga, Joshua Munkombwe, Chisoni Mumba, Bernard Mudenda Hang'ombe (2021). Effective Extension Sustainability in the face of COVID-19 Pandemic in Smallholder Agricultural Markets. International Journal for Research in Applied Science & Engineering Technology (IJRASET) ISSN: 2321-9653https://doi.org/10.22214/ijraset.2021.39403. Dec 2021- Available at www.ijraset.com
- Siankwilimba, E., Hiddlestone-Mumford, J., Mudenda, B. H. O., Mumba, C., & Hoque, M. E. (2022). COVID-19 and the Sustainability of Agricultural Extension Models. International Journal of Applied Chemical and Biological Sciences, 3(1), 1-20. https://identifier.visnav.in/1.0001/ijacbs-21l-05003/ ,

4. Conference paper presented and published 3rd PROCEEDINGS ABSTRACT BOOK EDITORS International CEO ABSTRACT E-BOOK. Conference: CEO International Conference 24-25 December 2021 – Ukraine At Ukraine

- Siankwilimba, E. (2021). Determinants and Mitigations of Food Losses and Waste in the Agricultural Supply Chain Globally in Razzokov, K. K., Cavaliere, L. P. L., Ahmad, A., & Ademoğlu, S. (eds). 3rd PROCEEDINGS e-BOOK. 24- December 2021, CEOSSC 2021 – Ukraine, Published by: NCM Publishing House, Publishing Date: 29.12.2021, ISBN: 978-605-73822-0-7; Pp 522-542. https://www.researchgate.net/profile/Irem-Oezcan/publication/357556312_3_CEO_Proceedings_E Book/links/61d42309d4500608168999c8/3-CEOProceedings-E-Book.pdf
- Siankwilimba, E. (2021). Determinants and Mitigations of Food Losses and Waste in the Agricultural Supply Chain Globally In Khabib Kholikovich Razzokov; Luigi Pio Leonardo Cavaliere; Ali Ahmad & Serhat Ademoğlu (eds).3rd PROCEEDINGS ABSTRACT BOOK EDITORS International CEO ABSTRACT E-BOOK. Conference: CEO International Conference

24-25 December 2021 – Ukraine. At: Ukraine. ISBN: 978-605-73822-1-4. Published by: NCM Publishing House Publishing Date: 29.12. 2021.Pp 35

5. Book Chapter contribution

- Munkombwe, J,Phiri J,Siankwilimba,E, Hang'ombe BM(2022). Enhancing the role of Microfinance products and services for Smallholder farmers in Zambia in COVIDONOMICS AND INDIA ECONOMY DURING COVID-19. Editor Shaikh Aftab Anwar, Ana Mateen, Shirley Jose K, and Nijil Jacobi H. S. R. A PUBLICATIONS. ISBN: 978-93-5506-213-0First Edition 2022No. of Pages - 248
- Moder, K., Siankwilimba,E.,& Zingel, H. (2022). Young Zambia: Amidst Poverty and Abundant Resources (Africa Edition). BoD–Books on Demand.
- Siankwilimba, E. (2019). WOES AND WORRIES OF PRESENT-DAY FARMING in Young Zambia: Between Poverty and Abundant Resources 1st Edition, Karin Moder; & Heribert Zingel(editors). Kindle Edition 2019-08 | Book chapter Part of ISBN: ISBN-13: 978-3749497805
- Siankwilimba, E. (2021). Good Practice in Farming: Programmes and Pioneers In Young Zambia: Between Poverty and Abundant Resources 1st Edition, Karin Moder; & Heribert Zingel(editors). Kindle Edition 2019 | Book chapter Part of ISBN: ISBN-13: 978-3749497805

Book Co-Editor

Assoc. Prof. Dr. Muhammad Ali Tarar and Enock Siankwilimba, (editors) 5th PROCEEDINGS and ABSTRACT BOOK EDITORS International CEO ABSTRACT E-BOOK. Conference: CEO international Conference ABSTRACT E-BOOK 9-11 Dec 2022 CEOSSC 2022 - Indonesia ISBN: 978-605-73822-6-9 www.ceocongress.org

Doğrulama Kodu : f70b63cb-4c05-4132-bec8-804f1f8a5950

T.C.
KÜLTÜR VE TURİZM BAKANLIĞI

SERTİFİKA

FİRMA ADI	:	NCM MİMARLIK MÜHENDİSLİK İNŞ. SAN. TAAH. TİC. LTD. ŞTİ.
ADRESİ	:	ESENTEPE MAHALLESİ GÜVERCİN(160) SOKAK ŞENOCAK APARTMANI 2A NİLÜFER/BURSA NİLÜFER / BURSA
VERGİ DAİRESİ	:	NİLÜFER VERGİ DAİRESİ MÜD.
VERGİ NUMARASI	:	6270313993
FAALİYET ALANI	:	DAĞITIM (KİTAP, MÜZİK VB), İTHALAT, SATIŞ, YAYINEVİ
VERİLİŞ NEDENİ - TARİHİ	:	Yeni Sertifika Başvurusu - 30.07.2021

İş bu sertifika açık unvan ve adresi yazılı olan işyeri, 5846 sayılı Fikir ve Sanat Eserleri kanunu uyarınca yukarıda belirlenen alan/alanlara ilişkin faaliyet gösterir.

e-imzalıdır

SERTİFİKA NO	GEÇERLİLİK TARİHİ	Dr. Kamil ÖZER Vali a. İl Müdürü
51898	30.07.2021 - 30.07.2025	