


THE EFFECT OF JOB SECURITY AND JOB ATTRACTIVENESS ON INTENTION TO LEAVE: THE MEDIATION ROLE OF EMPLOYEE ENGAGEMENT

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 18 May 2023</p>	<p>Purpose: This study aim to examine the influence of job security on employee engagement, examine the influence of job security on employee intention to leave through employee engagement, examine the influence of job attractiveness on employee engagement, examine the influence of job attractiveness on employee intention to leave and examine and analyze the influence of job attractiveness on employee intention to leave through employee engagement at MSMEs in Sasirangan, South Kalimantan.</p>
<p>Keywords:</p> <p>Job Security; Job Attractiveness; Employee Engagement; Intention to Leave; MSMEs; South Kalimantan.</p>	<p>Theoretical Framework: The factors that encourage the intention to leave employees such as job security. The term job security in this study is called job security. Job security is a person's expectations about continuity in a work situation that relates to employees' feelings of losing their job or losing desired job features such as lack of promotion opportunities, current working conditions, as well as long-term career opportunities.</p>
	<p>Design/Methodology/Approach: This research adopts the philosophy of positivism in its methodology. Therefore, a quantitative survey methodology was chosen. The research design uses explanatory research, which is to examine the effect related to the effect of job security and job attractiveness on the intention to quit employees through employee work involvement. The method used in this research is the path analysis method with SEM modeling using Smart PLS. The research population, namely, employees who work in the sasirangan fabric industry registered with the Department of Industry and Trade of the City of Banjarmasin, South Kalimantan, Indonesia totaled 39 industries with 273 workers. The determination of the sample using the Slovin formula with an error of 5%. So the study sample involved 162 workers with a random sample from a total population of 273 workers.</p>
	<p>Findings: The research findings provide evidence that job security has a positive effect on employee leave intentions as well as the mediating role of employee job involvement. Positive perceptions of employees about job security have a positive impact on engaging with their work in the organization. Further findings that job attractiveness has a positive effect on employees' intention to leave, as well as the mediating role of employee job involvement.</p>
	<p>Research, Practical & Social implications: Businesses must continue to struggle with global dynamics to remain competitive and grow in the long term by emphasizing the importance of companies managing and retaining employees. The results of research on job security and job attractiveness have a positive effect on employees' intention to leave as well as the mediating role of employee job involvement.</p>
	<p>Originality/Value: Findings of this research has contribution to MSMEs in Indonesia, especially in South Kalimantan. Management team of MSMEs could</p>

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develop their business or maintain the existence by using suggestion that given in this study.

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O EFEITO DA SEGURANÇA E DA ATRATIVIDADE DO EMPREGO NA INTENÇÃO DE SAIR: A FUNÇÃO DE MEDIAÇÃO DO ENVOLVIMENTO DO FUNCIONÁRIO

RESUMO

Objetivo: Este estudo tem como objetivo examinar a influência da segurança no emprego sobre o envolvimento do funcionário, examinar a influência da segurança no emprego sobre a intenção do funcionário de sair por meio do envolvimento do funcionário, examinar a influência da atratividade do emprego sobre o envolvimento do funcionário, examinar a influência da atratividade do emprego sobre a intenção do funcionário de sair e examinar e analisar a influência da atratividade do emprego sobre a intenção do funcionário de sair por meio do envolvimento do funcionário em MPMEs em Sasirangan, Kalimantan do Sul.

Estrutura teórica: Os fatores que estimulam a intenção de demissão dos funcionários, como a segurança no emprego. O termo segurança no emprego neste estudo é chamado de segurança no emprego. Segurança no emprego é a expectativa de uma pessoa sobre a continuidade em uma situação de trabalho relacionada aos sentimentos dos funcionários de perder o emprego ou perder características desejadas do emprego, como falta de oportunidades de promoção, condições atuais de trabalho e oportunidades de carreira de longo prazo.

Projeto/Metodologia/Abordagem: Esta pesquisa adota a filosofia do positivismo em sua metodologia. Portanto, foi escolhida uma metodologia de pesquisa quantitativa. O desenho da pesquisa utiliza a pesquisa explicativa, que consiste em examinar o efeito relacionado à segurança e à atratividade do emprego sobre a intenção de demitir funcionários por meio do envolvimento do funcionário no trabalho. O método usado nesta pesquisa é o método de análise de caminho com modelagem SEM usando o Smart PLS. A população da pesquisa, ou seja, os funcionários que trabalham na indústria de tecidos sasirangan registrados no Departamento de Indústria e Comércio da cidade de Banjarmasin, Kalimantan do Sul, Indonésia, totalizou 39 indústrias com 273 trabalhadores. A determinação da amostra usando a fórmula de Slovin com um erro de 5%. Portanto, a amostra do estudo envolveu 162 trabalhadores com uma amostra aleatória de uma população total de 273 trabalhadores.

Conclusões: Os resultados da pesquisa fornecem evidências de que a segurança no emprego tem um efeito positivo sobre as intenções de licença dos funcionários, bem como a função mediadora do envolvimento do funcionário no emprego. As percepções positivas dos funcionários sobre a segurança no emprego têm um impacto positivo no envolvimento com seu trabalho na organização. Outras conclusões indicam que a atratividade do trabalho tem um efeito positivo sobre a intenção dos funcionários de sair, bem como a função mediadora do envolvimento do funcionário com o trabalho.

Implicações sociais, práticas e de pesquisa: As empresas devem continuar lutando com a dinâmica global para permanecerem competitivas e crescerem a longo prazo, enfatizando a importância das empresas gerenciarem e reterem funcionários. Os resultados da pesquisa sobre segurança no emprego e atratividade do emprego têm um efeito positivo sobre a intenção dos funcionários de sair, bem como sobre a função mediadora do envolvimento do funcionário com o trabalho.

Originalidade/valor: Os resultados desta pesquisa contribuem para as MPMEs na Indonésia, especialmente em Kalimantan do Sul. A equipe de gestão das MPMEs poderia desenvolver seus negócios ou manter sua existência usando as sugestões apresentadas neste estudo.

Palavras-chave: Segurança no Emprego, Atratividade do Emprego, Engajamento do Funcionário, Intenção de Sair, MPMEs, Kalimantan do Sul.

EL EFECTO DE LA SEGURIDAD Y EL ATRACTIVO DEL EMPLEO EN LA INTENCIÓN DE ABANDONAR EL TRABAJO: EL PAPEL MEDIADOR DEL COMPROMISO DE LOS EMPLEADOS

RESUMEN

Propósito: Este estudio pretende examinar la influencia de la seguridad en el empleo en la implicación de los empleados, examinar la influencia de la seguridad en el empleo en la intención de los empleados de abandonar a través de la implicación de los empleados, examinar la influencia del atractivo del empleo en la implicación de los empleados, examinar la influencia del atractivo del empleo en la intención de los empleados de abandonar y examinar y examinar la influencia del atractivo del empleo en la intención de los empleados de abandonar a través de la implicación de los empleados en las MIPYME de Sasirangan, Kalimantan del Sur.

Marco teórico: Los factores que estimulan la intención de abandonar del empleado, como la seguridad laboral. En este estudio se denomina seguridad en el empleo. La seguridad en el empleo es la expectativa de continuidad de una persona en una situación laboral relacionada con el sentimiento de los empleados de perder su empleo o de perder las características deseadas del mismo, como la falta de oportunidades de promoción, las condiciones laborales actuales y las oportunidades profesionales a largo plazo.

Diseño/metodología/enfoque: Esta investigación adopta la filosofía del positivismo en su metodología. Por lo tanto, se eligió una metodología de investigación cuantitativa. El diseño de la investigación utiliza la investigación explicativa, que consiste en examinar el efecto relacionado con la seguridad y el atractivo del puesto de trabajo sobre la intención de despedir a los empleados a través de la implicación laboral de éstos. El método utilizado en esta investigación es el de análisis de trayectorias con modelización SEM mediante Smart PLS. La población de la investigación, es decir, los empleados que trabajan en la industria textil sasirangan registrada en el Departamento de Industria y Comercio de la ciudad de Banjarmasin, Kalimantan del Sur, Indonesia, ascendió a 39 industrias con 273 trabajadores. La determinación de la muestra se realizó mediante la fórmula de Slovin con un error del 5%. Por lo tanto, la muestra del estudio incluyó 162 trabajadores con una muestra aleatoria de una población total de 273 trabajadores.

Conclusiones: Los resultados de la investigación aportan pruebas de que la seguridad en el empleo tiene un efecto positivo en la intención de los empleados de abandonar el trabajo, así como una función mediadora del compromiso laboral de los empleados. La percepción positiva de la seguridad laboral por parte de los empleados tiene un impacto positivo en el compromiso con su trabajo en la organización. Otros resultados indican que el atractivo del puesto de trabajo tiene un efecto positivo en la intención de los empleados de abandonar el trabajo, así como la función mediadora del compromiso de los empleados con el trabajo.

Implicaciones sociales, prácticas y de investigación: Las empresas deben seguir lidiando con la dinámica global para seguir siendo competitivas y crecer a largo plazo, lo que pone de relieve la importancia de que las empresas gestionen y retengan a sus empleados. Los resultados de la investigación sobre la seguridad laboral y el atractivo del puesto de trabajo tienen un efecto positivo en la intención de los empleados de abandonar el empleo, así como en el papel mediador del compromiso de los empleados con el trabajo.

Originalidad/valor: Los resultados de esta investigación contribuyen a las MIPYME de Indonesia, especialmente las de Kalimantan del Sur. El equipo directivo de las mipymes podría desarrollar su negocio o mantener su existencia utilizando las sugerencias presentadas en este estudio.

Palabras clave: Seguridad laboral, Atractivo laboral, Compromiso de los Empleados, Intención de Abandonar, MPYMES, Kalimantan del Sur.

INTRODUCTION

Micro, Small, and Medium-Sized Enterprises (MSMEs) play a crucial part in any country's economic growth (Nurani et al., 2021). However, the Covid-19 outbreak has had a significant impact on the sustainability of MSMEs worldwide, particularly Chinese MSMEs, which were the first to feel the full impact of the Covid-19 outbreak. The findings of a survey of 4,807 micro, small, and medium-sized businesses in China's Sichuan Province. Without a doubt, the epidemic has had a significant impact on work. The majority of MSMEs are unable to resume operations for a variety of reasons, including employee inability to return to work, stringent government lockdown requirements, diminishing market demand, and supply shortages for pandemic mitigation. Many MSMEs also suffer cash flow risk, since they are required to maintain a high level of fixed costs in the face of low or no revenue, which can result in a break in the capital chain and the possibility of catastrophic bankruptcy (Lu et al., 2020). MSMEs in European countries have also experienced the effects of the Covid-19 pandemic as in a study (Juergensen et al., 2020), revealing the impact of the Covid-19 pandemic

on MSMEs in Europe, for example in the UK, Germany, and Italy, some MSMEs have stopped operating and are worried that they will not operate. will be able to re-open the business. This indicates that they are directly affected by the Covid-19 pandemic crisis.

Likewise in Indonesia, the Covid-19 pandemic has had an effect on Micro, Small and Medium enterprises. As a study (Nurani et al., 2021), explained that MSMEs registered at the MSME Ministry in April 2020 and it was stated that fifty six% of MSMEs experienced a decrease in sales turnover because of the Covid-19 pandemic. The remaining 22% have difficulty obtaining financing/credit, 15% have problems in distributing goods, and the remaining 4% have difficulty obtaining raw materials. Businesses must continue to struggle with global dynamics to remain competitive and grow long-term by emphasizing the importance of companies managing and retaining employees (Suyoto & Tannady, 2022). Employee turnover has always been seen as a serious problem for businesses (Durrah & Chaudhary, 2020). Companies must understand why an employee leaves and what actions must be taken to retain him (Durrah & Chaudhary, 2020). Employees who leave the company have an impact on employee replacement costs, the time needed to train and orient new employees, and the time and resources needed for new employees to understand work practices (Tsaour et al., 2019). Consequently, company management needs to pay attention to the intention to leave employees (Ghafoor et al., 2016; Jyoti & Rani, 2019).

This research was conducted in the Sasirangan MSME sector for the production of typical South Kalimantan fabrics in Indonesia. Broadly speaking, Micro, Small and Medium organizations (MSMEs) are effective commercial enterprise devices that stand-alone, which are executed by means of people or enterprise entities in all financial sectors. In principle, the difference between Micro Enterprises hereinafter abbreviated as UMI, Small Enterprises hereinafter abbreviated as the UK, Medium Enterprises hereinafter abbreviated as UM, and Large Enterprises hereinafter abbreviated as UB is generally primarily based at the preliminary asset price (with the exception of land and buildings), common turnover according to 12 months or the range of everlasting workers in the sasirangan cloth business is included in the characteristics of micro, small and medium enterprises. With the turnover/income obtained by the Sasirangan cloth craft business actors, the average is around Rp. 10,000,000 up to Rp. 200,000,000 per month with an average permanent workforce of 2 to 7 people and belongs to the MSME category. The South Kalimantan Provincial Government does not yet have regulations, both Regional Regulations and Governor Regulations which regulate specifically and specifically about the creative economy, even though the huge potential for the existence

of Sasirangan SMEs as an important sector in providing meaningful employment as one of the support the availability of job opportunities and at the same time its existence as a source of community welfare, either directly or indirectly. This means that the leadership or management at the Sasirangan MSME needs to manage human resources optimally to prevent the entry and exit of employees. Therefore, it is very feasible to conduct an in-depth study through research on what factors affect employee's intention to quit.

LITERATURE REVIEW

After reading and reviewing several international articles, the researcher found that many studies tend to discuss turnover intention and relatively few discuss the intention to leave employees, whereas before the occurrence of employee turnover intention was preceded by the intention to leave (Tannady et al., 2019). This means that the intention to leave the employee is the root of the problem before the turnover intention phenomenon occurs. Thus, the urgency of research related to the topic of employee intention to leave is very necessary to retain employees and encourage low employee intention to leave which ultimately optimizes resources to be effective (Duc, 2022).

The factors that encourage the intention to leave employees such as job security. The term job security in this study is called job security. Job security is a person's expectations about continuity in a work situation that relates to employees' feelings of losing their job or losing desired job functions which includes lack of merchandising opportunities, contemporary operating situations, in addition to long-term career opportunities (Dhuryana & Hussain, 2018).

Several empirical studies are included, but there are conflicting results. An empirical study (Ahmed et al., 2017), entitled employee job protection and overall performance dating in developing economy thru employee Engagement: important analysis with PLS-SEM. The study was conducted on 392 employees of the RMG industry in Bangladesh. The results of the study provide evidence that job security affects employee job involvement. In line with these results, an empirical study (Imhonopi, 2020), entitled Predicting Role of Job-Security and Academics' Community Engagement of Selected Universities in Nigeria. The study was conducted on 545 employees drawn from six selected faculties in Nigerian universities. The results of the study provide evidence that job security affects employee engagement. Meanwhile, an empirical study (Yu et al., 2020), with the title Job Insecurity and Employee Engagement: A Moderated Dual-Path Model. The study was conducted on 341 company employees in China. The results

of the study provide evidence of a negative relationship between job insecurity and employee job involvement.

Furthermore, employee job involvement becomes an important factor to encourage employee intention to leave. Empirical study (Memon et al., 2017), entitled The Mediating role of work Engagement between Pay pleasure and Turnover purpose. The study was conducted on 409 professionals working in the Malaysian oil and gas sector. The results of the study indicate that work involvement affects employees' intention to leave. These results are in line with an empirical study (Zhang et al., 2018), entitled The impact of expert identification, process satisfaction, and paintings Engagement on Turnover aim amongst Township fitness Inspectors in China. The study was conducted on 2426 municipal health inspectors in Sichuan Province, China. The results showed that job involvement affected employees' intention to leave. Meanwhile, an empirical study (Singh & Tarofder, 2020), with the title Antecedents of process Engagement, task Diversification, process Flexibility, process delight, and purpose to leave amongst female Millennials in Malaysia. The study was conducted on 431 respondents from the private and government sectors in Malaysia. The results showed that there was no relationship between job involvement and intention to leave employees. These results are supported by an empirical study (McCarthy et al., 2020), entitled Association of Employee Engagement Factors and Turnover Intention Among the 2015 U.S. Federal Government Workforce. The study was conducted to analyze data from the 2015 Federal employee point of view survey in America. The results show that employees with higher levels of engagement tend to report plans to leave their jobs compared to those with lower levels of engagement.

Next is the work attractiveness factor that drives the employee's intention to leave. The term work attractiveness in this study is called job attractiveness. More attraction to work and a higher level of engagement is important for any company (Molenbroek, 2018). Direct involvement with people and contributions to life and society are likely to be perceived as attractive, elements immediately related to day by day lifestyles, inclusive of employment reputation and profits balance, may be conditions for job beauty (Ohara et al., 2021). Job attractiveness encourages employee job involvement to be high which ultimately reduces the employee's intention to leave.

Job attractiveness encourages employee job involvement. The results of an empirical study (Rana et al., 2019), entitled Impact of Employer Branding on Job Engagement and Organizational Commitment in the Indian IT Sector. The study was conducted on 250 employees employed in various IT companies in India. The effects showed that there has been

a sturdy positive relationship between employer branding and activity engagement, process engagement and organizational dedication, and enterprise branding and organizational commitment. In line with these results, an empirical study (Rana & Sharma, 2019), entitled Assessing effect of corporation Branding on process Engagement: A take a look at of Banking zone. The study was conducted on 245 bank employees in the Uttarakhand district. The results showed that there was a relationship between job satisfaction and plan to leave the organization. The results of the study reveal that employer branding practices such as interest values, social values, development values, and economic values have a positive effect on job involvement. When employees view the workplace as attractive, socially supportive, and full of creative value, they experience growth and progress that develops employee trust and satisfaction; furthermore, they are simultaneously engaged with their work.

HYPOTHESES

H1: Job security has a significant effect on employee engagement in MSMEs in Sasirangan, South Kalimantan.

H2: Job security has a significant effect on employee intention to leave through employee engagement at MSMEs Sasirangan, South Kalimantan.

H3: Job attractiveness has a significant effect on employee engagement at MSMEs Sasirangan, South Kalimantan.

H4: Job attractiveness has a significant effect on employee intention to leave at MSMEs in Sasirangan, South Kalimantan.

H5: Job attractiveness has a significant effect on employee intention to leave through employee engagement at MSMEs in Sasirangan, South Kalimantan.

MATERIALS AND METHODS

This research adopts the philosophy of positivism in its methodology. Therefore, a quantitative survey methodology was chosen. The research design uses explanatory research, which is to examine the effect related to the effect of job security and job attractiveness on the intention to quit employees through employee work involvement. The method used in this research is the path analysis method with SEM modeling using Smart PLS. The research population, namely, employees who work in the sasirangan fabric industry registered with the Department of Industry and Trade of the City of Banjarmasin, South Kalimantan, Indonesia totaled 39 industries with 273 workers. The determination of the sample using the Slovin

formula with an error of 5%. So the study sample involved 162 workers with a random sample from a total population of 273 workers.

RESULTS AND DISCUSSION

The first stage of analysis through PLS is known as the outer model. The external model describes the relationship of research indicators. In addition, the correlation between scores was also assessed from a variable known as convergent validity. Large factor loading can be used for convergent validity through factor loading. Based on the value of the loading factor will be accepted if the item is greater than 0.60. The results of the job security factor scores varied from 0.801 to 0.819, job attractiveness from 0.759 to 0.826, job involvement from 0.974 to 0.740, and employee intention to leave from 0.742 to 0.756. Thus, it is acceptable.

Table 1. Loading Factor

	JS	JA	EE	EI
JS1	0.801			
JS2	0,799			
JS3	0,819			
JA1		0,759		
JA2		0,842		
JA3		0,826		
EE1			0,974	
EE2			0,694	
EE3			0,740	
EI1				0,742
EI2				0,825
EI3				0,756

Note: JS= Employee Job Security, JA=Employee Attractiveness, EE=Employee Engagement, EI=Employee Intention to Leave

Source: Prepared by the Authors (2022)

Then this study tested the validity of the data through composite reliability and Cronbach alpha, where the acceptable value was 0.70. As mentioned in Table 2 all CR and Cronbach Alpha are more than 0.70. The CR varies from 0.891 to 0.935, while the cronbach alpha varies from 0.842 to 0.922. Then this study assesses the AVE value which becomes the minimum reference is 0.50. As mentioned in Table 2, the minimum AVE EI value is 0.618, while the maximum JA is 0.672, indicating good convergent validity.

Table 2. Validity and Reliability

	Cronbach's Alpha	rho_A	Combined Reliability	Extracted Mean Variance (AVE)
JS	0.847	0,856	0,891	0,621
JA	0,878	0,881	0,911	0,672
E	0,842	0,870	0,890	0,622

EI	0,922	0,933	0,935	0,618
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Note: JS= Employee Job Security, JA=Employee Attractiveness, EE=Employee Engagement, EI=Employee Intention to Leave

Source: Prepared by the Authors (2022)

Then this study tested the validity of the discriminant, the test was carried out by comparing the square root of the AVE of the variables involved in the study. The value placed on the diagonal must be more than the remaining value. Based on the AVE values mentioned in Table 3, discriminant validity was achieved because the values on the diagonal were more than the remaining matrix values, not indicating a correlation problem.

Table 3. Fornel & Lacker

	JS	JA	EE	EI
JS	0.788			
JA	0,588	0,820		
EE	0,623	0,623	0,789	
EI	0,752	0,710	0,723	0,786

Note: JS= Employee Job Security, JA=Employee Attractiveness, EE=Employee Engagement, EI=Employee Intention to Leave

Source: Prepared by the Authors (2022)

This study also assessed VIF to examine the issue of multicollinearity. The VIF value must be less than 5 to indicate that there is no multicollinearity problem. All values mentioned in Table 4, less than 5, vary from 1.00 to 1.624. Thus there is no multicollinearity problem.

Table 4. VIF

	JS	EI
JS		1,000
JA	1.636	
TL	1.624	

Source: Prepared by the Authors (2022)

Then, this study tested the hypotheses proposed as part of the inner model. For this purpose, a bootstrapping procedure was adopted. According to the values mentioned in Table 5, all the proposed direct hypotheses were accepted. Table 5 shows that JS has a positive effect on EI. Thus H1 is supported. In addition, JA has a positive effect on EI. H2 is also supported. Likewise, EE has a positive effect on EI. H3 is also supported.

Table 5. Direct Results

		Beta	SD	Value T	Value P	Result
H1	JS_>EI	0,752	0,023	32,062	0,000	Supported
H2	JA_>EI	0,327	0,067	4,902	0,000	Supported
H3	EE_>EI	0,40	0,060	7.013	0,000	Supported

Source: Prepared by the Authors (2022)

In addition to Table 6, this study also shows the results of mediation based on statistical figures. The table shows that EE mediates the relationship of JS with EI, hypothesis 4 is supported. Then H5 research is also supported that EE mediates the relationship of JA with EI. Thus, all hypotheses are not immediately accepted.

Table 6. Mediation Results

HYP		Beta	SD	Value T	Value P	Result
H4	JS_>EE_>EI	0,246	0,052	4,692	0,000	Supported
H5	JA>EE_>EI	0,316	0,316	6,571	0,000	Supported

Source: Prepared by the Authors (2022)

Businesses must continue to struggle with global dynamics to remain competitive and grow long term by emphasizing the importance of companies managing and retaining employees. Employee turnover has always been seen as a serious problem for businesses (Durrach & Chaudhary, 2020). Companies must understand why an employee leaves and what actions must be taken to retain him (Durrach & Chaudhary, 2020). Employees who leave the company have an impact on employee replacement costs, the time needed to train and orient new employees, and the time and resources needed for new employees to understand work practices (Tsaur et al., 2019). Consequently, it is very important for company management to pay attention to the intention to leave employees (Ghafoor et al., 2016; Jyoti & Rani, 2019).

The research findings provide evidence that job security has a positive effect on employee leave intentions as well as the mediating role of employee job involvement. The results of this study corroborate studies from several other researchers such as (Guest, 1997; Lewis, 2000; Rousseau & Parks, 1993), showing that positive perceptions of employees about job security have a positive impact on engaging with their work in the organization. Further findings that job attractiveness has a positive effect on employees' intention to leave, as well as the mediating role of employee job involvement. The results of the study corroborate the results of the study (Molenbroek, 2018), showing that it is very important for unknown companies to use specificity of information that leads to more attractiveness to work and to higher levels of engagement. Engaged employees are more positive about their work and organization, tend to treat co-workers with more respect, help others improve work efficacy, continuously improve

work-related skills, are highly active and demonstrate performance and dedication (L. Lu et al., 2016). Dedication is a sort of enthusiasm, concept or pleasure, which makes employees recognize the meaning in their work (Mainardes et al., 2019). Finally, engagement appears to be important for successful implementation of organizational change and is positively associated with employee intention to leave (Havold et al., 2020).

CONCLUSION

In this highly competitive era, MSMEs must face not only business competition, but the threat of various forms of pandemics. In this scenario, MSMEs must focus on human resource management by paying attention to job security, work attractiveness and employee work involvement so that the intention of employees to quit can be reduced so cost efficiency. In this case, employee job security has a positive effect on the employee's intention to leave. This finding implies that how important it is to create employee job security. Likewise, job attractiveness has a positive effect on employees' intention to leave. This finding indicates that MSMEs must create maximum employee attractiveness in order to reduce employee intentions to leave. There are some limitations of the study, namely that the Covid-19 pandemic factor should be added to this theoretical model for the future.

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