

Multidimensional Factors That Influence The Turnover Intention To Practice Segregation Psychological Contract, Burnout And Job Insecurity

Mochamad Soelton^{1*}, Muhammed Hokroh², Muhammad Sadiq³, Made Setini⁴, Eko Tama Putra Saratian⁵, Agus Arijanto⁶, Retno Wulandari⁷

¹⁵⁶⁷Management Department, Faculty of Economic and Business, Universitas Mercu Buana, Indonesia

²Ph.D, *University of Bolton* – United Kingdom / Head of Finance and Performance Management Unit, NAOO, Saudi Aramco, Saudi Arabia

³Ph.D, School of Accounting & Finance Faculty of Business & Law Taylor's University Malaysia

⁴Management Department, Faculty of Economic and Business, Universitas Udayana, Indonesia

Corresponding author* E-mail: soelton@mercubuana.ac.id

Abstract

Human resources are an important resource that supports organizations in achieving competitive advantage. Therefore, it is important to involve employees to drive the strategic goals of the organization. Media companies in the era of globalization are expected to face increasingly fierce competition. Therefore, the quality of the organization must be considered. This is inseparable from the role of human resources who will be required to carry out their duties and functions properly. This study aims to analyze the effect of psychology contract, job burnout, and job insecurity on employee turnover intention permanent employees. The type of research used is a causal relationship with a quantitative approach. The sample of 66 respondents who are employees of the Gramedia Asri Media. Analysis of the data used is descriptive analysis by analyzing data through the Partial Least Square (PLS) application with the SmartPLS 3.0 program. The results of this study indicate that the variables of psychological contract, job burnout and job insecurity influence the turnover intention permanent employees in Gramedia Asri Media employees.

Article info

Article history:

Received 25 Nov 2020

Received in revised form 28 Nov 2020

Accepted 11 July 2021

Available online 27 July 2021

Keywords : Psychological Contract, Job Burnout, Job Insecurity, Employee Turnover Intention

How to Cite: Soelton, Mochamad, et al (2021). *Multidimensional Factors That Influence The Turnover Intention To Practice Segregation Psychological Contract, Burnout And Job Insecurity.* *Jurnal Ilmiah Manajemen dan Bisnis*,7(2).page 174-188

INTRODUCTION

This forces each company to work more efficiently, effectively and productively. At a high level of competition, it will make every company able to maintain its survival by paying attention to aspects of human resources (Soelton et al., 2020; Sapitri, 2016). The number of Indonesia companies that are facing retaining employees' problems where the company is a production activity and one of them is in the organization of resources (HR). Human resource itself is an important factor in the operational activities of a company in achieving goals. The high rate of employee turnover or resignation is a serious problem for the company, because when the company recruits and selects

employees whose qualifications meet the requirements, the company puts hopes on the employee and the employee resigns (Soelton and Nugrahati, 2018; Ramli and Soelton, 2018; Jumadi et al., 2018; Purnama, 2013). (Suzabar, 2020; Demerouti et al., 2015; Rachmayani and Suyono, 2016).

High employee turnover, slowly but surely, will cause the company to experience a setback in performance (Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Dharma, 2014). The results of the pre-survey show that employees are good enough in applying burnout that employees can face problems by entertaining themselves, employees do not avoid problems that occur and employees can think positively in dealing with problems ((Jumadi et al, 2018; Soelton and Atnani, 2018; Suzabar et al, 2020; Sihotang, 2004; Beloor et al., 2017; Soelton and Nugrahati, 2018). burnout is a process that occurs in individuals when experiencing stress. This process is an individual reaction to be able to provide tolerance, withstand or overcome the negative effects of stress (Alkatya et al., 2020).

The employee's decision to leave the company is a big problem for every company (Mahdi et al., 2012). One of the factors that is often identified as the cause of the employee's desire to find another job is the lack of fulfillment of the contract of psychological aspects which will lead to contract violation, with changes in attitude and behavior as a consequence, and could cause emotional reactions strongly such as anger, hatred and an injustice sense (Hokroh et al., 2020; Hemdi & Rahim, 2011). The psychological contract is an expectation regarding what the individual will provide the organization and what the organization will provide to the individual as staff (Griffin & Moorhead, 2010). Nowadays, problems that faced in the work environment are burnout caused by an increased workload, which results in turnover intention in a company. If the workload increasing is not supported by excellent non-physical and physical conditions, it will cause fatigue (Soelton & Hokroh, 2020; Soelton et al, 2019). One more factor that is often identified as the cause of the desire for employees to seek other jobs is job insecurity. Company and policies oh company that career clarity unsupported, it will cause job insecurity for employees (Soelton and Nugrahati, 2018; Jumadi et al., 2018).

Turnover is a classic problem that entrepreneurs have always faced. As with the ongoing replacement, both replacement due to general factors and resignation. If the change is caused by age, the company can anticipate it by preparing cadres to replace the employee's position. But if the change in employees is caused by resignation, it will be difficult for the company because it will be related to the implementation of the work program that has been set by the company (Alkatya et al., 2020).

LITERATURE REVIEW

Psychological Contract

Kotter (in Conway & Briner, 2005: 21) explains that a psychological contract is like an individual and his organization implicit contract that specifies what each one expects to give and receive in a working relationship. Schein (in Conway & Briner, 2005: 21) explains that the psychological contract is a unwritten series sets of expectations between each member of the organization and the manager (or others who represent the organization). Meanwhile, according to Herriot and Pemberton (in Conway & Briner, 2005: 22) the psychological contract is an organizational and individual perception of the obligations of each party that is formed indirectly in a working relationship. More specifically, Morrison and Robinson (in Conway & Briner, 2005: 22) argue that psychological contracts refer to employees' beliefs regarding reciprocal obligations between employees and their organization, where the obligation is based on promises that are perceived and are not recognized by the agents in the organization.

Job Burnout

Psychological syndrome that arises from prolonged stress due to interpersonal problems at work called as burnout (Maslach & Leither, 2015 Burnout is not just physical, but also emotional and mental exhaustion, caused by long-term involvement in situations full of emotional demands (Pines and Aronso in Nursalam, 2015). Dissatisfaction with work is also an important determinant of fatigue (Lee at al 2015). National Safety Council (in Maharani & Triyoga, 2012) explains that a result of

stress felt on a general workload is called as Burnout. Specific symptoms of this burnout are boredom, pessimism, lack of concentration, unsatisfactory work quality, depression, job satisfaction. decreased, absent from work experiencing illness or suffering from an illness. Burnout is allowed to continue to have a bad impact on the company, as Maslach (1996) argues, if burnout has been symptomatic among employees, there will be a phenomenon of employees who are explosive and easily emotional, which will be very detrimental to the company.

Job Insecurity

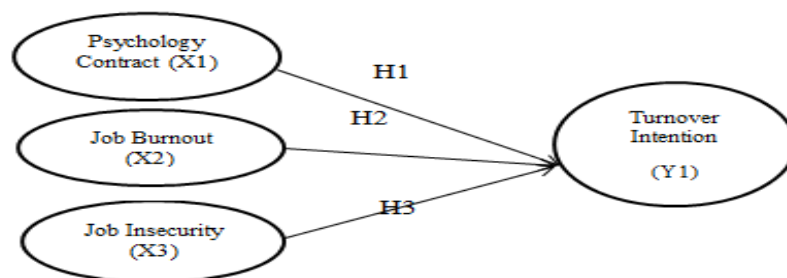
The definition of Job Insecurity is employees' expectations for job sustainability. Job security cannot be separated from the attention of the continuation of one's work and turbulence situations resulting from changes in organizations such as acquisition, downsizing, mergers and reorganizations and the systematic absence research conducted to describe the role of uncertainty that influenced individual reactions to the changes of organization. (Widodo, 2010: 27). According to Greenhalgh and Rosenbalt (1984) in Sandi (2014), it is a sense of helplessness to maintain continuity (work) in threatened work conditions. According to Ameen et al (2014), threats can occur in aspects of the job or the whole job. The fifth component emphasizes the ability of the individual to face the threats identified from the previous components. A. Andrinirina Mamiharisoa, et al (2015), Job Insecurity is a condition in which an employee has a feeling of insecurity about the job he has. The insecurity can arise because of the threat of losing the job or losing the dimensions of the job itself. Job Insecurity is also one of the factors that causes job insecurity.

Turnover Intention

Turnover intention is defined as a mediating factor between attitudes that affect the intention to leave and actually leave the company (Yucel, 2012: 2). The intention to leave the company voluntarily, which can affect the company status and will affect employee productivity certainly is called as turnover intention (Issa et. Al, 2013: 526). The process by which employees leave the organization and must be replaced (Mathis and Jackson, 2001: 102) Turnover Intention is the degree of attitude tendency of employees to look for new jobs in other places or there are plans to leave the company in the next three months, six months from now, one year to come, and two years to come (Dharma, 2013: 1). According to Handoko (2001: 131) requests to quit can occur if an employee sees greater career opportunities elsewhere.

Conceptual Framework

Based on the review of the literature, the conceptual framework shown in figure 1 is made as follow:



Source: From data processing (2019)

Figure 1: Conceptual Framework

Regarding the previous, the hypotheses proposed are as follow:

H1: Psychology Contract has a significantly positive effect on Turnover Intention

H2: Job Burnout has a significantly positive effect on Turnover Intention

H3: Job Insecurity has a significantly positive effect on Turnover Intention

METHODOLOGY

Researcher took causal analysis methods. Causal analysis is a causal relationship. Which means the research conducted to find out about the one or more independent variables effect of independent variables on the dependent variable. The purpose of causal research in this case is to find out whether there is an effect of contract psychology, job burnout, and job insecurity on turnover intention In this study, we use quantitative approach research.

Data Collection Instrument

For data collection, we use questionnaire instrument submitted to employees. The questionnaire was distributed to 66 respondents of employee at Gramedia Asri Media. The population used in this study is 66 respondents of employe at Gramedia Asri Media. We use saturated sampling method in this study, where all members of the population are used as samples. Then the number of samples used in this study were 66 employees. The analysis and interpretations of data for this research aimed to answer the research questions in order to uncover the phenomena above. By analyzing the data using the Structural Equation Modeling (SEM) of the PLS3.0 statistical software is used in the model and hypothesis assessment, structural equation modeling.

RESULT AND DISCUSSION

a). Validity and Test Reability

Table 1: Result Test of Convergent Validity

Variable	Indicator	Outer Loading	Remarks
<i>Psychology Contract</i>	PC1	0.875	Valid
	PC2	0.898	Valid
	PC3	0.811	Valid
	PC4	0.893	Valid
	PC5	0.879	Valid
	PC6	0.746	Valid
	PC7	0.774	Valid
	PC8	0.784	Valid
<i>Job Burnout</i>	JB1	0.801	Valid
	JB2	0.672	Valid
	JB3	0.742	Valid
	JB4	0.832	Valid
	JB5	0.846	Valid
	JB6	0.851	Valid
	JB7	0.647	Valid
	JB8	0.865	Valid

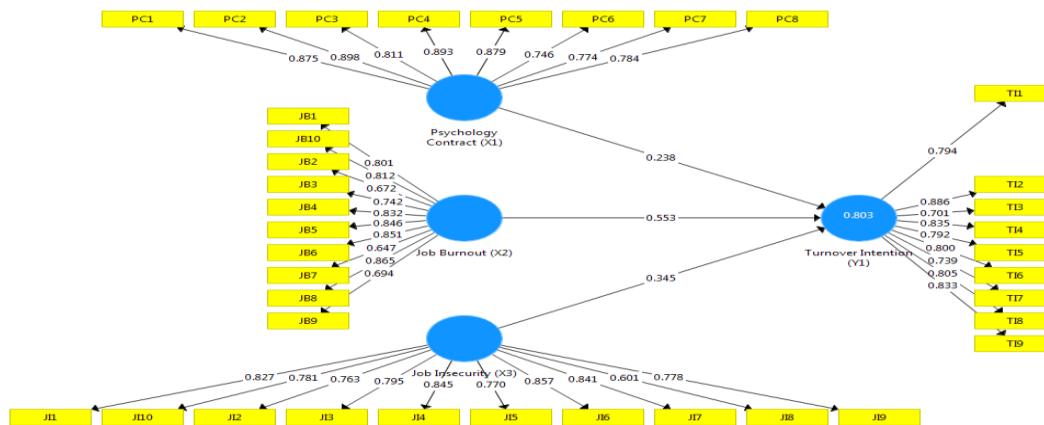
Variable	Indicator	<i>Outer Loading</i>	Remarks
	JB9	0.694	Valid
	JB10	0.812	Valid
	J11	0.827	Valid
	J12	0.763	Valid
	J13	0.795	Valid
	J14	0.845	Valid
<i>Job Insecurity</i>	J15	0.770	Valid
	J16	0.857	Valid
	J17	0.841	Valid
	J18	0.601	Valid
	J19	0.778	Valid
	J110	0.781	Valid
	TI1	0.794	Valid
	TI2	0.886	Valid
	TI3	0.701	Valid
	TI4	0.835	Valid
<i>Turnover Intention</i>	TI5	0.792	Valid
	TI6	0.800	Valid
	TI7	0.739	Valid
	TI8	0.805	Valid
	TI9	0.833	Valid

Table 1 show that all indicators have met the convergent validity, because it has loading factor above 0.5 and thus all the indicators to measure the construct of the study was valid. If all indicators have loading factor above 0.5 then the proposed measurement model has the potential for further testing.

Table 2: Composite Reliability Testing Result

Variable	Composite Reliability	Cronbach's Alpha	Remarks
Job Burnout	0.939	0.927	Reliable
Job Insecurity	0.942	0.931	Reliable
Psychology Contract	0.948	0.937	Reliable
Turnover Intention	0.941	0.929	Reliable

Source: From data processing (2019)



Source: Output PLS,

Figure 2: The Correlation of Variables

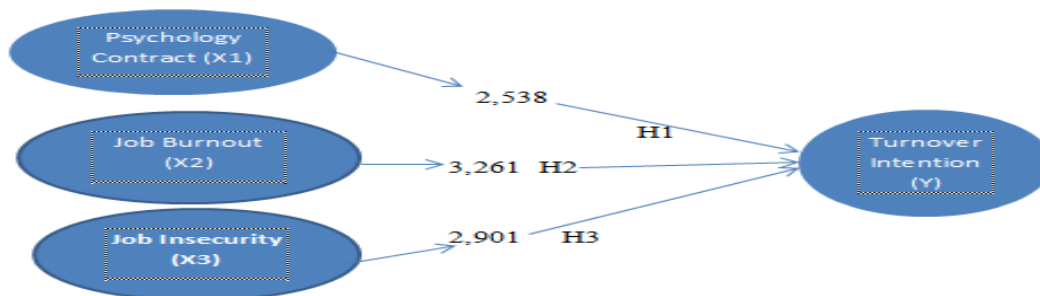
Table 2 Cronbach's alpha and composite reliability show satisfactory values, all of the latent variables have composite reliability and values of Cronbach's alpha ≥ 0.70 . This means that all of the latent variables are reliable

b). Hypothesis Test

For the basis of making hypotheses by comparing the amount of t-table with t-test at alpha of 0.05 (5%) = 1.96. If the t-table < alpha 1.96, then the hypothesis is rejected, and vice versa if the t-table > 1.96, then the hypothesis is accepted or a significant difference between the two variables

	<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T-Statistics</i>	<i>P Values</i>	<i>Remarks</i>
<i>Psychology contract → Turnover intention</i>	0.238	0.094	2.538	0.024	Positive - Significant
<i>Job burnout → Turnover intention</i>	0.553	0.169	3.261	0.000	Positive-Significant
<i>Job insecurity → Turnover intention</i>	0.345	0.119	2.901	0.010	Positive – Significant

Source: From data processing (2019)



Source: Output PLS

Figure 3: The Testing Result

The Influence of Psychology Contract on Turnover Intention

According to the hypothesis test in this research, the results obtained a T-statistic value of 2.538 original sample value of 0.238, and a P value of 0.024. The T-statistic value is greater than the T-table value of 1.96, the original sample shows positive, and the P value is less than 0.05, these results indicate that psychology contract has a significantly positive effect on turnover intention. Psychology contract has a significantly positive effect on the turnover intention on employees at the Gramedia Asri Media. This means that if psychology contract in a good company, This is because the purpose of employees working is limited to financial interests and loyalty to the company is only regulated based on the terms of the work contract, causing the desire to move employees to other companies that are more promising from a financial perspective. The results of this hypothesis are in line with previous research conducted by The results of this study are supported by research (Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Nitisemito, 2000; Gunawan (2016; Unal , 2016) who found that the psychology contract variable has a significant effect on increasing employee turnover intention.

The Influence of Job Burnout on Turnover Intention

According to the hypothesis test in this research, the results obtained a T-statistic value of 3.261 original sample value of 0.553, and a P value of 0.010. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows positive, and the P value is less than 0.05, these results indicate that job burnout has a significantly positive effect on the turnover intention. Job burnout has a

significantly positive effect on the turnover intention on employees at the Gramedia Asri Media. This is because employees receive more work than their job desks, so this causes employees to feel they do not enjoy work and feel frustrated at work. This triggers the desire of employees to leave the company because the work is too heavy. The results of this study are in line with research conducted by Based on (Suzabar et al, 2020; Soelton et al, 2020; Saratian et al, 2019; Jasmine et al, 2017; Chen, Ayoun, and Eyoun (2018; Rocky and Setiawan, 2018) who found that job burnout variables have a significant effect on increasing employee turnover intention.

The Influence of Job Insecurity on Turnover Intention

According to the hypothesis test in this research, the results obtained a T-statistic value of 2.901 original sample value of 0.345, and a P value of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows positive, and the P value is less than 0.05, these results indicate that job burnout has a significantly positive effect on turnover intention. Job burnout has a significantly positive effect on the turnover intention on employees at the Gramedia Asri Media. This is because employees are worried about a reduction in employees, being dismissed suddenly, or being fired for violating regulations. It forms the mind of employees to start or open their own business and leave the company where they work. The results of this hypothesis are in line with the research conducted by (Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Rahmawati, 2016; Sverke and Hellgren 2002; Murziqin et al. 2018) who found that the job insecurity variable could significantly increase employee turnover intention.

CONCLUSIONS AND SUGGESTION

Conclusion

This study tries to analyze variables related to Psychology Contract, Job Burnout, and Job Insecurity on Turnover Intention, at Gramedia Asri Media. The results of this study were obtained from research on the employees. From the results of calculations in this study, the following conclusions can be drawn:

1. Psychology Contract has a significant positive effect on employee turnover intention at PT. Gramedia Asri Media. This means that if the Psychology Contract in the company is high, it will increase the desire to leave the employee from the company.
2. Job burnout has a significant positive effect on employee turnover intention at PT. Gramedia Asri Media. This means that if the employees are tired of working, there will be high employee turnover intention.
3. Job insecurity has a significant positive effect on employee turnover intention at PT. Gramedia Asri Media. This means that if the insecurity at work is high, the employee's desire to leave the company will increase.

Recommendation

Based on the conclusions above, it can be put forward some suggestions that are taken into consideration for campony and for future researchers:

1. The Company should conduct self-development for employees, such as holding training to improve employee skills and knowledge.
2. Companies should reduce employee frustration, hopelessness and boredom at work, for example by conducting company gatherings.
3. The company should always be open to employees to reduce employee anxiety, for example being open to company conditions, so that employees do not worry about a reduction in employees.
4. The company should calculate the employee's salary or bonus according to the performance assessment, so that employees do not think about leaving the company.

Further Research Suggestions

Suggestions for further research, which will conduct research in the same field and using this paper as a reference, it would need to be reviewed because it is possible there are statements that have not been appropriate, because as the author feels there are still many shortcomings and limitations in completing this research.

REFERENCES

- A Nanda, M Soelton, S Luiza, ETP Saratian. 2020. The Effect of Psychological Work Environment and Work Loads on Turnover Interest, Work Stress as an Intervening Variable. *4th International Conference on Management, Economics and Business (ICMEB 2019)*. 2020/2 (225-231). www.atlantis-press.com
- AL Susanty, M Soelton, B Wahyudiono, BY Abadi, B Hatmo. 2019. Membentuk Kinerja Karyawan Dengan Meminimalkan Perilaku Mengeluh Karyawan. Jurnal Ilmiah Anoraga, Pandji. (1992). *Psikologi Kerja*. Jakarta : PT Rineka Cipta.
- Ameen, E.C, Jackson.C, Pasewark.WR, Strawser J,. 1995, dalam Sandi (2014). “An Empirical Investigation of The Antecedents and Consequences of Job Insecurity on The Turnover Intentions of Academic Accountants”, *Issues in Accounting Education, Vol 10 Issue 1, pp 65-79*
- Argyris, Menninger, Conway dan Briner. 2005:19. *Understanding Psychological Contracts at Work*. New York : Oxford University.
- Bhatnagar S. 2014. Cytotoxic and Radical Scavenging Potential of Indian Almond (*Terminalia catappa*) *Leaf Extracts*. *BBB Journal*. 2(1): 32–9..
- Borg, I and Elizur, D. (1992). Job Insecurity; Correlates, Moderators And Measurement, *Journal International of manpower*. Vol.13 No. 2; p. 13-26.
- Coyle-Shapiro and Kessler, 2010 dalam Agarwal, U. A., & Bhargava, S. (2013). Effect of Psychological Contract Breach on Organizational Outcomes : Moderating Role of Tenure and Educational Level. *Journal of Managerial Analysis and Resolution based Empirical Research Case* Vol.38 No.1.
- Cenkci, T., & Ötken, A. B. (2014). Organization-based self-esteem as a moderator of the relationship between employee dissent and turnover intention. *Procedia-Social and Behavioral Sciences*, 150, 404-412.
- Cohen, Aaron dan Liani, Efrat. (2009). “Work-Family Conflict among Female Employees in Israeli Hospitals”. *Personnel Review*. Vol. 38, No. 2, pp. 124-141.
- Davis, Keith, and John W. Newstrom. (1995). *Organization Behavior.* Mc. Grawhill Inc.
- Dessler, Gary. 2015. *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Dharma. 2013. “Hubungan Antara Turnover Intention Dengan Komitmen Organisasional di PT. X Medan”. *Jurnal Ekonomi dan Bisnis Jurusan Administrasi Niaga Politeknik Negeri Medan*, Volume 1 No. 2 Hal 1-9 Medan: Politeknik Negeri Medan.
- Dwi Rini Alkatya, Mochamad Soelton, Astrid Puspaningrum, Mohammed Hokroh, Harefaan Arief. 2020. Ethical Leadership Anomaly On Organizational Commitment In The Indonesian FDA. *Jurnal JDM*, Vol. 3 No. 1 Apr 2020 halaman 75-86
- Dian Faqihdien Suzabar, Mochamad Soelton, Erna Sofriana Imaningsih, Inge Hutagalung and Aman Dwi Suherman. 2020. Conceptualizing the role of self-esteem in the burnout process. *Management Science Letters* Vol. 10 Issue. 14 (2020) 3325–3330 homepage: www.GrowingScience.com/msl
- DF Suzabar, M Soelton, M Umar, J Triwulan. 2020. Recognizing How the Time Demands of Work Influences the Turnover Intention in Banking Industry. *4th International Conference on Management, Economics and Business (ICMEB 2019)*. 2020/2 (40-45). www.atlantis-press.com
- Eko Tama Putra Saratian Mochamad Soelton, Anees Janee Ali Harefaan Arief, Lisnatiawati Saragih Friska Risfi. 2019. THE IMPLICATION OF WORK LOAD IN THE WORK PLACE THAT MAY PROVOKE WORK STRESS. *South East Asia Journal of Contemporary Business, Economics and Law*, Vol. 20, Issue 5 (DEC) ISSN 2289-1560 2019 172
- ETP Saratian, M Soelton, AJ Ali, H Arief, L Saragih, F Risfi. 2019. THE IMPLICATION OF WORK LOAD IN THE WORK PLACE THAT MAY PROVOKE WORK STRESS. *South East Asia Journal of Contemporary Business, Economics and Law*. 20. Issue 5, December 2019. 171-177 ISSN 2289-1560
- Dewi, K., Minarsih, M. M., & Wahyono, E. H. (2018). “Pengaruh Work-Family Conflict, Kepemimpinan dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Wanita dengan Kepuasan Kerja Sebagai Variabel Intervening”. (Studi Kasus Pada Bagian Sewing PT. Ungaran Sari Garments Semarang). *Journal of Management*, 4(4).

- Ferdinand, Agustiy (2006). *“Metode Penelitian Manajemen”*. Badan Penerbit Universitas Diponegoro, Semarang.
- Forsyth, D. R.. (1999). *Group Dynamics. California: Brook/Cole Publishing Company*.
- Forsyth, D. R.. (2010). *Group Dynamic Fifth Edition. USA; Wadsworth Chengage Learning*
- Ghozali, I. (2014). *“SEM Metode Alternatif dengan menggunakan Partial Least Squares (PLS)”*. Semarang: Badan Penerbit Universitas Diponegoro
- Gunawan, Asep. (2016). "Faktor-Faktor yang Mempengaruhi Terjadinya Intensi Turnover Pada Karyawan PT BAN Indonesia." *JBIMA (Jurnal Bisnis dan Manajemen)* 4.1 : 18-26.
- Garson, G.D. (2016). *Partial Least Squares: Regression and Structural Equation Models*. USA: Statistical Publishing Associates.
- Griffin, R. W. dan Moorhead, G. 2010. *“Organizational Behavior: Managing People and Organizations”*. Ninth Edition. South-Western College Publishing.
- Ghozali, Imam. 2014. *Structural Equation Modeling Metode Alternatif Dengan Partial Least Squares (PLS)*. Edisi 4. Badan Penerbit Universitas Diponegoro. Semarang.
- Hasibuan, M. S. (2016). *Manajemen Sumber Daya Manusia*. Jakarta.
- Halungunan, Hadia. (2015). “Pengaruh Job Insecurity Terhadap Occupational Self-Efficacy pada Karyawan PT. Sandang Asia Maju Abadi Semarang”. *Diss. UNIVERSITAS NEGERI SEMARANG*.
- Hanafiah, Muhammad. (2014). "Pengaruh kepuasan kerja dan ketidakamanan kerja (*job insecurity*) dengan intensi pindah kerja (*turnover*) pada karyawan PT. BUMA Village Suaran Sambaliung District of Berau." *Jurnal Psikologi* 1.3 : 303-312.
- Handaru, A, W & Muna, N (2012) Pengaruh kepuasan gaji dan komitmen organisasi terhadap intensi turnover pada devisi PT. Jamsostek. *Jurnal riset manajemen sains Indonesia*, 3, 1-9.
- Hasibuan, S.P. Malayu, (2013). *“Manajemen Sumber Daya Manusia, cetakan sepuluh”*. Jakarta : PT. Bumi Aksara.
- Hokroh, M., Hahan-Green, G., & Soelton, M. (2020). Factors Influencing Health Wearables Adoption and Usage in Saudi Arabia. *Journal of Business and Technology Management (JBTM), HolyKnight*, vol. 1, 33-42. doi.org/10.46410/jbtm.2020.1.1.05.
- Inge Hutagalung, Mochamad Soelton, Ayu Octaviani. 2020. The role of work life balance for organizational commitment. *Management Science Letters* Vol. 10 Issue. 15 (2020) 3693–3700. homepage: www.GrowingScience.com/msl
- Jumadi, M Soelton, T Nugrahati. 2018. Bagaimanakah Beban Kerja dan Stres Kerja Mempengaruhi Organizational Citizenship Behavior (OCB) dan Kinerja Karyawan PT. Multitek Indopanca Jakarta. *Forum Manajemen Indonesia 10-Pelembang*. 10 (November 2018), 501
- Herriot, Pemberton. Conway dan Briner. 2005:22. *Understanding Psychological Contracts at Work*. New York : Oxford University
- Ilic D, Kamisha N, Oldenburg B, Pletzer K. *Work related stress, burnout, job satisfaction and general health of nurses. Int J Environ Res Public Health*. 2015;12:652-66. DOI: 10.3390/ijerph120100652.
- Issa, Dua'a Abdul Rahim Mohammad. Fais Ahmad, dkk. 2013. *“Job Satisfaction and Turnover Intention Based on Sales Person Standpoint”*. Dalam *Middle- 94 East Journal of Scientific Research, Volume 14 No. 4 Hal. 525-531 Malaysia: IDOSI Publications*.
- Jaya, E.D.G. dan Rahmat I. 2005. *Burnout Ditinjau dari Locus of Control Internal dan Eksternal*. *Majalah Kedokteran Nusantara*, 38, (3), 213-218.
- Joarder, Mohd H R & Sharif, Mohmad Y. (2011). *The Role of HRM Practices in Predicting Faculty Turnover Intention : Empirical Evidence from Private Universities in Bangladesh*. *Journal of Management*, Vol.5. No.2, hal 159-178.
- Kardiawan, R., & Budiono. (2018). *Pengaruh Kepuasan kerja, Stres kerja dan Burnout terhadap Turnover intention pada PT. Lotus Indah Textile Industries Kab. Nganjuk*. *Jurnal Ilmu Manajemen Volume 6 Nomor 4 Jurusan Manajemen Fakultas Ekonomi Universitas Negeri Surabaya*, 401-408.
- Keim, Alaina C., Laindis, Ron., dan Ernest, David. (2014). *Why Do Employee Worry About Their Jobs? A Meta-Analytic Review Of Predictors Of Job Insecurity*. *JOHP*. 269-273. ISSN: 1076-8998.

- Kotter, dalam Conway dan Briner. 2005:21. *Understanding Psychological Contracts at Work*. New York : Oxford University.
- Kim, Seung Yong, and Robert R. Taylor. (2001). "A LMX Model: Relating Multi Level Antecedent to the LMX Relationship and Citizenship Behavior". *The Midwest Academy of Management Association Conference*.
- Kuean, W., Khin, E., & Kaur, S. (2010). "Employees Turnover Intention to Leave: The Malaysian Contexts" *The South East Asian Journal of Management*, Vol. 4, No. 2, Hal. 93-111.
- Mangkunegara, A. A. Anwar Prabu. (2011). "Manajemen Sumber Daya Manusia Perusahaan. Bandung": PT Remaja Rosdakarya.
- Mochamad Soelton, Mohammed Hokroh, Eko Tama Putra Saratian, Tati Nugrahati, Aulia Putra, Tine Yuliantini, Febry Nur Fauzy, Miftahuddin M. Sidik. 2020. Exploring Factors That Influence Work Engagement in Social Welfare Institution at Gayo Lues Atjeh – Indonesia. *American International Journal of Business Management (AIJBM)* ISSN- 2379-106X, www.aijbm.com Volume 3, Issue 10 (October 2020), PP 46-58
- Mochamad Soelton, Marco Suatoni, Tantri Yanuar Rahmat Syah, Yanto Ramli, Puji Santoso, Bella Amanda and Rini Octaviani, 2020. Conceptualizing The Role of Organizational Commitment. *American International Journal of Business Management (AIJBM)*. ISSN- 2379-106X, www.aijbm.com. Volume 3, Issue 8 (August 2020), PP 178-188.
- Mochamad Soelton, Irfan Noviandy Aulia, Inge Hutagalung, Tantri Yanuar Rahmat Syah, Silvi Kurniasari. 2020. Recognizing How The Burnouts and Acuted Stress Affects Turnover Intention in The Stationary Industry. *International Journal of Economics, Commerce and Management*. United Kingdom, ISSN 2348 0386, Vol. VIII, Issue 6, June 2020.
- Mochamad Soelton, Noermijati Noermijati, Fatchur Rohman, Mugiono, Irfan Noviandy Aulia and Rustam Efendi Siregar. 2020. Reawakening perceived person organization fit and perceived person job fit: Removing obstacles organizational commitment. *Management Science Letters Vol. 10* Issue 13 (2020) 2993–3002 homepage: www.GrowingScience.com/msl
- Mochamad Soelton, Noermijati Noermijati, Inge Hutagalung, Nicko Gana Saputra, Suprpto, Sonia Tiffany. (2020). What is the Role of Women When Faced with Personal Conflicts at Work?. *European Journal of Business and Management*. Vol.12, No.14, 2020 www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). DOI: 10.7176/EJBM/12-14-01
- Mochamad Soelton, Noermijati Noermijati, Nicko Alexander Vizano, Yenida Parmariza, Yudha B. Abadi, Shandra Zulfriadi. (2020). Recognizing the Role of Job Satisfaction in Predicting the Relationship Between Political Organization, Organizational Climate, and Organizational Culture on Organizational Citizenship Behaviour on Liquor Distributor Companies in Indonesia. *European Journal of Business and Management*. Vol.12, No.13, 2020 www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) 72. DOI: 10.7176/EJBM/12-14-01
- Mochamad Soelton, Yudha B. Abadi Nicko Gana Saputra Eko Tama Putra Saratian Harefaan Arief, Devi Haryanti. 2020. Factors affecting turnover intention among waiters in franchise restaurants. *South East Asia Journal of Contemporary Business, Economics and Law*, Vol. 21, Issue 5 (April) ISSN 2289-1560 2020 126
- Mochamad Soelton, Eko Tama Putra Saratian Anees Janee Ali Tine Yuliantini Dwi Astari. 2020. The implication of emotional environment that may effect the employee turnover intention. *South East Asia Journal of Contemporary Business, Economics and Law*, Vol. 21, Issue 5 (April) ISSN 2289-1560 2020 108
- Mochamad Soelton, Eko Tama Putra Saratian Anees Janee Ali Sri Anah Immanuel Alfe Andre Yosef. 2019. Implementation of organizational commitment in engineering and construction industries. *South East Asia Journal of Contemporary Business, Economics and Law*, Vol. 20, Issue 5 (DEC) ISSN 2289-1560 2019 167
- Mochamad Soelton, Yanto Ramli Anees Janee Ali Harefaan Arief, Eko Tama Putra Saratian Eviyanti Pasaribu. 2020. To imply the organizational citizenship behavior in the work place to improve employee performance. *International Journal of Business, Economics and Law*, Vol. 21, Issue 5 (April) ISSN 2289-1552 2020 70.
- Mochamad Soelton, Nicko Alexander Visano, Irfan Noviandy Aulia, Mugiono, Tantri Yanuar Rahmat Syah Lecturer, Siti Annisa Febriyani. 2020. Work Insecurity Enhances Work Stress and

- Burnout in Indonesian Railway Industry. *THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT*. Vol. 8 Issue 4 April, 2020 ISSN 2321–8916 www.theijbm.com
- Mochamad Soelton, Nicko Alexander Visano, Irfan Noviany Aulia, Mugiono, Bayu Hatmo Purwoko, Tantri Yanuar Rahmat Syah, Nonni Hastuti. 2020. The Impact of Employee's Commitment and Personality That Influence Their Organizational Citizenship Behavior in Property Industry. *THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT*. ISSN 2321–8916 www.theijbm.com 232 Vol 8 Issue 4 DOI No.: 10.24940/theijbm/2020/v8/i4/BM2004-055 April, 2020
- Mangkuprawira, Sjafriz, TB. (2004). "*Manajemen Sumber Daya Manusia Strategik*". Ghalia. Jakarta.
- Masuda, A. D., Poelmans, S. A., Allen, T. D., Spector, P. E., Lapierre, L. M., Cooper, C. L., ... & Lu, L. (2012). "Flexible work arrangements availability and their relationship with work-to-family conflict, job satisfaction, and turnover intentions": A comparison of three country clusters. *Applied psychology*, 61(1), 1-29.
- Mathis, R., & John, J. (2005). "*Employee Turnover*". July, 2015, hal 125-126.
- Mathis, R., & John, J. (2006). "*Human Resource Management*". Jakarta: Salemba Empat.
- Mathis, R.L., & Jackson, J.H. (2009). "*Manajemen Sumber Daya Manusia*". Jakarta : Salemba Empat.
- Mikhriani, Mikhriani. (2016). "Kepuasan Kerja Dan Burnout Terhadap Intensitas Turnover Pada Karyawan Organik Dan Anorganik Di AJB Bumiputera Syariah Yogyakarta." *Jurnal MD 2.1*.
- Mobley, William H. (2011). *Pergantian karyawan Sebab Akibat pengendaliannya. Alih bahasa Nurul Iman*. Jakarta: PPM dan bisnis.
- Mobley, W.H., Griffeth, R.H., Hand, H.H., dan Meglino, B.M. (1986). "Review and conceptual analysis of the employee turnover process". *Psychol. Bull.* 86 493–522. 10.1037/0033-2909.86.3.493.
- Mahdi et al. "*The Relation Between Job Satisfaction and Turnover*", *Journal of Applied Sciences* 9 (9): 1518-1526, 2012).
- Mathis, Robert L. & Jackson, John H. (2001). *Human Resource Management*. Edisi 10. Jakarta: Penerbit Salemba Empat.
- Mathis & Jackson, John. (2009). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Salemba Empat.
- Maslach, C., & Leiter, M.P (1996). *Maslach burnout inventory (3rded)*. Palo Alto, CA Consulting Psychologist Press.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). *Job Burnout. Annual Reviews Pschyology*. 52(4). 403.
- Maslach, C., & Leiter, M. (2015). *Its Time To Take Action On Burnout. Burnout research articel 2*. DOI: 10.1016/j.burn.2015.05.002.
- Melky, Y. (2015). Hubungan kepuasan kerja dan komitmen organisasi terhadap intensi pindah kerja (turnover intention) karyawan PT Rejeki abadi sakti samarinda. *eJournal Psikologi Fisip Unmul* 2015, 3 (3) : 694-707.
- Mobley, W. H. (2011) dalam Tika Nur Halimah (2016), Azis Fathoni, dan Maria M Minarsih (*Journal of Management* Vol.2 No.2 , Maret 2016)
- Morrison. Robinson. Conway dan Briner. 2005:22. *Understanding Psychological Contracts at Work*. New York : Oxford University.
- Morrison dan Rousseau , 2005 dalam Ul-Haq, I., F. A. Jam., M. U. Azeem., M. A. Ali., and T. Fatima., 2011. 'Psychological Contract and Job Outcomes: Mediating Role of Affective Commitment.' *African Journal of Business Management* 5(19): 7972–7979
- Murziqin dkk (2018), Effect of *Job Insecurity on Turnover Intention: Acase Study Of Newcomer Lecturers at Private Islamic Universities in East Java Province, Indonesia*
- Nasional Safety Council 2004 dalam Maharani, P.A, dan Triyoga, A, 2012, *Kejenuhan Kerja (Burnout) Dengan Kinerja Perawat Dalam Pemberian Asuhan Keperawatan*. *Jurnal STIKES*, Volume 5, No. 2, Desember 2012
- Nugraha, 2010 dalam Sandi Freza Mahaztra. 2014. *Analisis Pengaruh Kompensasi Dan Job Insecurity Terhadap Turnover Intention*. *Skripsi. Fakultas Ekonomika Dan Bisnis Universitas Diponegoro Semarang*

- Priansa, D. J. (2017). *Manajemen Kinerja Kepegawaian Dalam Pengelolaan SDM Perusahaan*. Bandung: Pustaka Setia.
- Price dalam Kusbiantari, Dyah. 2013. "Upaya Menurunkan Turnover Melalui peningkatan Motivasi Intrinsik Pada Guru PAUD". Dalam *Majalah Ilmiah Pawiyatan*, Volume XX No. 1. Hal 93-103 Semarang: FIP IKIP Veteran Semarang.
- Putra, Kadek Arya Ramana, and I. Wayan Suana. (2016). "Pengaruh Komitmen Organisasional Dan Job Insecurity Terhadap Turnover Intention Pada Karyawan Arma Museum & Resort Ubud." *E-Jurnal Manajemen*, 5 (12).
- Nayaputera, Yatna. (2011). Tesis. "Analisis Pengaruh Kepuasan Kerja dan Stress Kerja terhadap Intensi Turnover Costumer Service Employee di PT Plaza Indonesia Realty Tbk". *FISIPUI*. Jakarta.
- Panggabean, Mutiara Sibarani. (2004). "*Manajemen Sumber Daya Manusia*". Edisi Pertama. Cetakan Kedua. Bogor Selatan : Penerbit Ghalia Indonesia.
- Pienaar, Jaco, et al. (2013). "The cognitive/affective distinction of job insecurity: Validation and differential relations." *Southern African Business Review* 17.2 : 1-22.
- Rahmawati, Muthi'A. Rizki, & Mikhriani Mikhriani. (2016). "Kepuasan Kerja Dan Burnout Terhadap Intensitas Turnover Pada Karyawan Organik Dan Anorganik Di AJB Bumiputera Syariah Yogyakarta." *Jurnal Manajemen Dakwah* 2.1.
- Rantika, Renny dan Sunjoyo. (2011). "Pengaruh Konflik Kerja-Keluarga Terhadap Komitmen Oragnisasi yang Dimediasi oleh Kepuasan Kerja Pada Profesi Perawat di Rumah Sakit Umum Daerah (RSUD) DR. Moewardi Surakarta". *Jurnal Manajemen Teori dan Terapan*, 2 (4), 28-43.
- Richard L. Daft. (2010). "*New Era of Management Ninth Edition*. Canada: Cengage Learning".
- Robbins, Stephen P., and Mary Coulter, (2012), "*Management, Eleventh Edition, One Lake Street, Upper Saddle River*", New Jersey, 07458.
- Robbins and Judge. (2015). *Organizational Behavior Edition 15*. New Jersey: Pearson Education.
- Rachmayani dan Joko Suyono, 2016. Pengaruh Ketidakamanan, Kepuasan kerja, dan Komitmen Organisasional terhadap Pengunduran Diri Pekerja. *Jurnal bisnis dan Manajemen*, 7(1), 121-134.
- Robinson, 2010 dalam Agarwal, U. A., & Bhargava, S. (2013). Effect of Psychological Contract Breach on Organizational Outcomes : Moderating Role of Tenure and Educational Level. *Journal of Managerial Analysis and Resolution based Empirical Research Case* Vol.38 No.1.
- Rousseau, 1995 dalam Hemdi & Rahim 2011. "*Psychological contracts in organizations: Understanding written and unwritten agreements*". Thousand Oaks, CA: Sage.
- Rousseau, Conway dan Briner. 2005:22. *Understanding Psychological Contracts at Work*. New York : Oxford University.
- Schein, Conway dan Briner. 2005:21. *Understanding Psychological Contracts at Work*. New York : Oxford University.
- Schuler, Jackson, werner, Sutrisno Edi. 2016:6. *Pengelolaan Sumber Daya Manusia buku 2 edisi*. 10: Jakarta
- Simamora, Sutrisno Edi. 2015:5. *Manajemen Sumber Daya Manusia edisi.10 jilid.1, Indek*, Jakarta
- Sandi Freza Mahaztra, (2014). "Analisis Pengaruh Kompensasi Dan Job insecurity Terhadap Turnover Intention Pada Studi Pada Guru SDIT Asy-Syaamil Bontang". *Fakultas Ekonomika dan Bisnis, Universitas Diponegoro Semarang*.
- Setiawan, R., & Hadianto, B. (2013). "Job insecurity dalam organisasi". Bandung: *Jurnal staff pengajar*. Fakultas Ekonomi Jurusan Manajemen Universitas Kristen Maranatha.
- Soelton, M., P Amaelia, H Prasetyo. 2020. *Dealing with Job Insecurity, Work Stress, and Family Conflict of Employees. 4th International Conference on Management, Economics and Business (ICMEB 2019)*. 2020/2 (167-174). atlantis-press.com
- Soelton, M., S Ria, F Arifin. 2018. Effect of Organizational Culture, Job Satisfaction, and Engagement on Employee Performance in Government Company. *Proceeding International Conference on Management Economics and Business of Universitas Mercu Buana (ICMEB 2018)*. Jilid 2018. ISBN 978-979-99488-3-0

- Soelton, M., A Daryadi. 2018. Effect on Compensation, Work Environment, Education, and Training on Employee Performance or Coffee Bean Outlets in Jakarta. *Proceeding International Conference on Management Economics and Business of Universitas Mercu Buana (ICMEB 2018)*. Jilid 2018. ISBN 978-979-99488-3-0
- Soelton, M., S Hardiati, M. 2016. Pengaruh Standar Pelatihan kerja dan Organizational Citizenship Behavior terhadap Kinerja Pegawai pada Panti Sosial Bina Netra Tan Miyat Bekasi. *Jurnal Ilmiah Manajemen dan Bisnis*. 3 (1), 1-137.
- Soelton, M., NN Syamsu, N., Andesna, L Linggarnusantra, P Pebriani. 2019. Bagaimanakah Konflik Peran dan Beban Kerja Mempengaruhi Kinerja Karyawan Dengan Burnout sebagai Variabel Intervening. *Jurnal Ilmiah Manajemen dan Bisnis*. 5 (1), 1-13
- Soelton, M., P Amaelia, H Prasetyo. 2020. Dealing with Job Insecurity, Work Stress, and Family Conflict of Employees. *4th International Conference on Management, Economics and Business (ICMEB 2019)*. 2020/2 (167-174). www.atlantispress.com
- Soelton, M., D Amalia, N Noermijati, B Wahyudiono. 2020. Self-Esteem: The Levels of Religiosity in Job Insecurity and Stress in Government Company. *4th International Conference on Management, Economics and Business (ICMEB 2019)*. 2020/2 (302-310). www.atlantispress.com
- Soelton, M., D Hardianti, S Kuncoro, J Jumadi. 2020. Factors Affecting Burnout in Manufacturing Industries. *4th International Conference on Management, Economics and Business (ICMEB 2019)*. 2020/2 (46-52). www.atlantispress.com
- Soelton, M., BH Purwoko, M Soelton, R Yuvitarsari. 2020. Recognizing How the Job Involvement, Burnout, and Self-Efficacy Work Influences the Work Stress at International Hospitals. *4th International Conference on Management, Economics and Business (ICMEB 2019)*. 2020/2 (264-270). www.atlantispress.com
- Soelton, M., PA Lestari, H Arief, RL Putra. 2020. The Effect of Role Conflict and Burnout Toward Turnover Intention at Software Industries, Work Stress as Moderating Variables. *4th International Conference on Management, Economics and Business (ICMEB 2019)*. 2020/2 (185-190). www.atlantispress.com
- Somech, A., & Drach-Zahavy, A. (2000). Understanding extra role behavior in school: The relationship between job satisfaction, sense of efficacy and teacher extra role behavior. *Teaching and Teacher Education*, 16, 649 - 659.
- Soelton, M., Visano, N. A., Noermijati, N., Ramli, Y., Syah, T. Y. R., & Sari, Y. J. (2020). The Implication Of Job Satisfaction That Influence Workers To Practice Organizational Citizenship Behavior (Ocb) In The Work Place. *Archives of Business Research*, 8(5). 33-48 Publication Date: May 25, 2020 DOI: 10.14738/abr.85.8139.
- Soelton, M., Visano, N. A., Aulia, I. N., Rohman, F., Abadi, Y. B., & Adelia, D. (2020). Factors That Affect The Masinical Productivity In The Indonesian Railway Industry. *Archives of Business Research*, 8(5). 49-62. Publication Date: May 25, 2020 DOI: 10.14738/abr.85.8183.
- Soelton, M., Nugrahati, T., Setiawan, M., Rochman, F., Pratama, A. (2019). Gender: Stress Levels on Performance in Modern Industry. *Archives of Business Research*, 7 (2), 72-81, DOI: 10.14738/abr.72.6131.
- Soelton, M & Atnani, M. (2018). How Work Environment, Work Satisfaction, Work Stress on The Turnover Intention Affect University Management. *Jurnal Manajemen Bisnis Indonesia*. 5 (3)
- Soelton, M., Umar, M. (2018). Recognizing How The Time Demands of Work Influences the Turn Over Intention in Banking Industry. *European Journal of Business and Management (EJBM)*, 12 (19)
- Soelton, M. (2018). How Culture, Training Standard and Discipline on the Employee Performance Affect Hotel Management. *European Research Studies Journal*, 21(4), 378-385.
- Soelton, M., & Nugrahati, T. (2018). How Complaining Behaviors Effect on Coping Stress and Anxiety. *International Journal of Saudi Journal of Business and Management Studies (SJBMS)*, 3(6), 623-628.

- Soelton, M., & Rakasidhi, J. (2018). How to Implementation Organization Citizenship Behaviors with performance on Accident insurance service. *European Journal of Business and Management (EJBM)*, 10(15), 10-16.
- Soelton, M., Nugrahati, T., Setiawan, M., Rohman, F., & Pratama, A. (2019). Gender: Stress Levels On Performance In Modern Industry. *Archives of Business Research*, 7(2).
- Steven L. Mc Shane dan Mary Ann Von Glinow. (2010). *“Organizational Behavior Emerging Knowledge and Practice for the Real Word, Fifth Edition*. New York: McGraw-Hill”.
- Sugiono. (2013). *“Metode Penelitian Kuantitatif, Kualitatif, dan R&D”*. Bandung: Alfabeta.
- Sugiyono. (2014). *“Metode Penelitian Kuantitatif kualitatif dan R&D”*. Bandung: Alfabeta
- Sumarsan, Thomas. (2013). *“Sistem Pengendalian Manajemen (Konsep, Aplikasi, dan Pengukuran Kinerja Edisi 2)”*. Jakarta, PT. Indeks
- Suryani., dan Hendryadi. (2015). *“Metode Riset Kuantitatif Teori Dan Aplikasi Pada Penelitian Bidang Manajemen Dan Ekonomi Islam”*. Edisi Pertama. Cetakan ke-1. Jakarta : Prenadamedia Group.
- Yucel, Ilhami. 2012:2. “Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study”. *International Journal of Business and Management, Volume 7, No. 20, Hal 44-58 Turkey: Canadian Center of Science and Education*.