**Multidimensional factors that influence the turnover intention to practice segregation psychological contract, burnout and job insecurity**

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***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.*

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

**1. 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 companies in Indonesia are facing problems in retaining employees 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 (i(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 psychological contract aspects which will lead to contract violation, with changes in attitude and behavior as a consequence, and can cause strong emotional reactions such as anger, hatred and a sense of injustice (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). Other problems that often arise in the world of work today are burnout caused by an increased workload, which results in turnover intention in a company. If the increase in workload is not supported by excellent conditions, both non-physical and physical, 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 company policies that do not support career clarity, will cause job insecurity for employees which can increase the high desire to change jobs or turnover intention (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).

**2. LITERATURE REVIEW**

**2.1. Psychological Contract**

Kotter (in Conway & Briner, 2005: 21) explains that a psychological contract is an implicit contract between an individual and his organization 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 series of unwritten 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.

**2.2. Job Burnout**

Burnout is a psychological syndrome that arises from prolonged stress due to interpersonal problems at work (Maslach & Leither, 2015). Burnout is physical, 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). According to the National Safety Council (in Maharani & Triyoga, 2012), it explains that Burnout is a result of stress felt on a general workload. Specific symptoms of this burnout are boredom, pessism, 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.

**2.3. Job Insecurity**

Job Insecurity is defined as employees' expectations for job sustainability. Job security cannot be separated from attention to the uncertainty of the continuation of one's work and uncertain situations resulting from changes in organizations such as downsizing, mergers and reorganizations and the absence of systematic research conducted to describe the role of uncertainty in influencing individual reactions to organizational changes. . (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.

**2.4. 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). Turnover intention is the intention to leave the company voluntarily, which can affect the status of the company and will certainly affect employee productivity (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.

**3. Conceptual Framework**

The model shown in fig. is made based on the review of the literature for this paper.



Source: From data processing (2019)

**Figure 1: Conceptual Framework**

Regarding the previous, the following hypotheses are proposed:

H1: Psychology Contract has a positive and significant effect on Turnover Intention

H2: Job Burnout has a positive and significant effect on Turnover Intention

H3: Job Insecurity has a positive and significant effect on Turnover Intention

**4. METHODOLOGY**

Researcher took causal analysis methods. Causal analysis is a causal relationship. Which means the research conducted to find out about the effect of one or more independent variables (independent variables) on the dependent variable (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. The approach taken in this research is a quantitative approach.

**Data Collection Instrument**

The instrument used for data collection was a questionnaire submitted to employees. The questionnaire was distributed to 66 respondents of employe at Gramedia Asri Media. The population used in this study is 66 respondents of employe at Gramedia Asri Media. The study uses the sampling method of saturated sampling, which is a sampling technique where all members of the population are used as samples. Then the number of samples used in this study were 66 employees. Data analysis and interpretations for research aimed for answering research questions in order to uncover certain phenomena. 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.

**5. RESULT AND DISCUSSION**

**a). Validity and Test Reability**

**Table 1: Result Test of Convergent Validity**

| **Variable** | **Indicator** | ***Outer Loading*** | **Remarks** |
| --- | --- | --- | --- |
| *Psychology Contract* | 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 |
| *Job Burnout* | 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 |
| JB9 | 0.694 | Valid |
| JB10 | 0.812 | Valid |
| *Job Insecurity* | JI1 | 0.827 | Valid |
| JI2 | 0.763 | Valid |
| JI3 | 0.795 | Valid |
| JI4 | 0.845 | Valid |
| JI5 | 0.770 | Valid |
| JI6 | 0.857 | Valid |
| JI7 | 0.841 | Valid |
| JI8 | 0.601 | Valid |
| JI9 | 0.778 | Valid |
| JI10 | 0.781 | Valid |
| *Turnover Intention* | TI1 | 0.794 | Valid |
| TI2 | 0.886 | Valid |
| TI3 | 0.701 | Valid |
| TI4 | 0.835 | Valid |
| 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 Realibility 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 show that result of testing composite reliability and Cronbach’s alpha show satisfactory values, because all latent variables have composite reliablity and Cronbach’s alpha values ≥0.70. This means that all latent variables are said to be reliable.

**b). Hypothesis Test**

As a basis for making hypotheses by comparing the amount of t-table with t-test at alpha of 0.05 (5%) = 1.96. If the t-table is less than alpha 1.96, then the hypothesis is not accepted or rejected, and vice versa if the t-table > 1.96, then the hypothesis is accepted or a significant difference between the two variables.

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

Source: From data processing (2019)



**Source: Output PLS**

**Figure 3: The Testing Result**

**1) The Influence of Psychology Contract on Turnover Intention**

Based on the hypothesis test in this study 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 value shows a positive value, and the P Values ​​value is less than 0.05, these results indicate that psychology contract has a positive and significant effect on turnover intention. Psychology contract has a positive and significant effect on turnover intention on employe 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.

**2) The Influence of Job Burnout on Turnover Intention**

Based on the hypothesis test in this study the results obtained a T-statistic value of 3.261original 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 a positive value, and the P Values ​​value is less than 0.05, these results indicate that job burnout has a positive and significant effect on turnover intention. Job burnout has a positive and significant effect on turnover intention on employe 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.

**3) The Influence of Job Insecurity on Turnover Intention**

Based on the hypothesis test in this study the results obtained a T-statistic value of 2.901original 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 a positive value, and the P Values ​​value is less than 0.05, these results indicate that job burnout has a positive and significant effect on turnover intention. Job burnout has a positive and significant effect on turnover intention on employe 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.

**6. CONCLUSIONS AND SUGGESTION**

**6.1. 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.

**6.2. 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.

**6.3. 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.

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