

# The Relationship between Psychological Contracts and Job Satisfaction with Turnover Intention at PT. X Contact Center Service Division

Linda Fatmawati<sup>1</sup>, Fernandus Hindiarto<sup>2</sup>

<sup>1,2</sup> Universitas Katolik Soegijapranata Semarang, Indonesia

Email: [19e30095@student.unika.ac.id](mailto:19e30095@student.unika.ac.id), [ferdinand@unika.ac.id](mailto:ferdinand@unika.ac.id)

Corresponding Author: [19e30095@student.unika.ac.id](mailto:19e30095@student.unika.ac.id)

KEYWORDS	ABSTRACT
Job Satisfaction,; Psychological Contract, Turnover Intention.	Humans are selective resources in choosing jobs and developing careers, if they are uncomfortable and there is no development at work, HR will decide or leave work. The purpose of this study is to ascertain the relationship between psychological contracts and job satisfaction and intention to leave PT.X Contact Center Services. 72 PT.X Contact Center Services personnel served as the study's sample. The Major Hypothesis is supported by the findings of the experiment assessing the impact of psychological contracts (X1) on turnover intention. This indicates that psychological contracts and the intention to leave the company are positively and significantly related. The major hypothesis is disproved, and the minor hypothesis is accepted, according to the findings of the experiment investigating the impact of job satisfaction (X2) on turnover intention. Accordingly, the intention of employees to leave their jobs is lower the higher their level of job satisfaction.

Attribution-ShareAlike 4.0 International (CC BY-SA 4.0)



## 1. Introduction

One of the most important components for a company or company to operate successfully is its human resources. Even if additional resources are made available, an organization will struggle to run and operate effectively if certain components are missing or of poor quality. HR management refers to initiatives to activate human resources to improve overall business performance. HR management has the power to maximize company performance and accelerate its development if used properly and wisely.

Humans are selective resources in choosing jobs and developing careers, if they are uncomfortable and there is no development at work, HR will decide or leave work. The problem of turnover intention generally occurs in industrial companies and the world of education.(Chen, Z. X., and Francesco, 2000) (Roussel , L., & Swanburg, 2006) Turnover intention is also experienced by PT.X, which is a company engaged in telecommunications, contact center services, wireless networks spread throughout Indonesia.

PT. X in meeting client needs, seeks to increase customer satisfaction by producing quality

services and increasing the competency of its human resources with continuous improvement in terms of processes, products, services and the implementation of an effective quality management system. However, PT. X is currently experiencing high turnover cases as shown in the turnover table below from 2015 – 2021.

**Table 1. PT X Turnover Rate**

No	Year	Employees Recruitment	Employees Resign	Employee Quantity	Percentage
1	2015	18	0	18	0
2	2016	12	1	29	3,4%
3	2017	25	5	49	10,2%
4	2018	43	24	68	35,3%
5	2019	34	37	65	56,9%
6	2020	8	2	71	2,8%
7	2021	12	5	78	6,4%
		152	74	78	

Source : PT.X, 2022

Based on the data obtained, it is known that the employee turnover rate increased from 2015 to 2019 where the peak in 2019 was 37 employees or 56.9%.

The results of an interview conducted on December 20 2023 with HRD PT.X Mrs. Y said: "Currently the problem faced by PT.X is the high level of employee turnover intention due to lack of job satisfaction, work not in line with passion, policies from management that have changed , there is no good reciprocity from the company, the work agreement at the beginning of the contract is not in accordance with reality ".

Based on initial observations, the reasons for employees' turnover intention are lack of job satisfaction because work does not match passion, willingness to work decreases because salary does not match, company policies have changed, career development is difficult. The number of employees working at PT. X in the contact center section, many have submitted applications for resignation from the office. The high level of employee intensity to leave PT. X is a serious problem because it has a material loss impact on company expenses used to recruit employees, reduces company productivity, takes longer to complete jobs or double jobs because of vacant positions, but turnover intention also has a positive impact on companies to increase higher efficiency in low performing employees.(Sverke, M., & Hellgren, 2001)

From the pre-survey through the distribution of questionnaires to 30 respondents and interviews with Mrs. Yetty as the HRD of PT. X obtained the high intensity of employees submitting a resignation from PT. X is caused by the employee's relationship with the company in employment and the satisfaction felt by employees. The company expects employees to do more work than their normal duties, so it is necessary to provide rewards for employees who have good performance to increase employees' sense of concern for the company. Giving rewards or bonuses is a gift from work that has been done by employees which is called a psychological contract. Rousseau stated that the psychological contract is a belief in the individual regarding the agreement or obligation that exists between one party and another.(Rousseau, 2000)

Psychological contracts can inadvertently motivate staff to complete their task correctly and in accordance with corporate policies.(Abdullah, 2017) Alcover stated that the fulfillment of the psychological contract makes employees as much as possible to provide maximum performance for the company, even willing to do more than their formal responsibilities.(Alcover, C., Rico, R., Turnley, W.H., & Bolino, 2016)

According to Mobley in Gayatri, Job satisfaction is adversely correlated with the desire to complete a task or leave an organization. The thought of leaving a job can be influenced by perceived work satisfaction.(Gayatri, 2020) Although employee turnover (turnover intention) and job satisfaction are inversely correlated, the most significant barriers to leaving a job are labor market conditions, alternative employment opportunities, and length of service.(Gede & Satria, 2015) Individuals who are satisfied with their jobs tend to stay in the company and vice versa. According to Asri Raditya in his research entitled The Effect of Psychological Contracts on Exit Intentions with Affective Commitment as a Mediator Variable, it is partially revealed that psychological contracts have an effect on employee turnover intentions.(Gede & Satria, 2015) Fita's study, The Effect of Psychological Contracts and Dissatisfaction with Turnover Intention, found that job commitment and satisfaction are related to turnover, despite the fact that employee satisfaction is more strongly correlated with intention to leave.(Fitriyah & Djastuti, 2020)

This research is important to do considering that human resources are the spearhead of the company's operations. An indicator of an underlying issue in a company that is frequently used is a high employee turnover rate.

## **Literature review**

### **Human Resource Management**

The use of humans in a work to reach the highest level of effectiveness and efficiency in achieving the goals to be attained within the organization, an employee, and also the community is referred to as human resource management (HRM).(Abdul Aziz, Setya Indah I, 2021) Human resource management is the process of planning, integrating, maintaining, disciplining, and terminating employees to help achieve corporate, employee, and community goals. According to Badriyah, HRM is part of management science which focuses its attention on regulating the role of human resources in organizational activities. This is because in achieving its goals, organizations need human resources as system managers. According to Normi, HRM is organizational management, both individually and collectively towards humans to make an optimal contribution in achieving organizational goals by avoiding as much as possible the treatment of humans as assets, but directed at increasing efforts to treat humans as partners for the company.(Larasati, 2018)

### **Psychological Contract**

A psychological contract is a set of expectations held by an individual or in this case an employee regarding what contribution will be made to the company and what the company will provide to the individual in return for the services provided by the employee.(Barling, J. & Cooper, 2008) Psychological contracts are not written down on paper and not all of their terms are explicitly discussed between the individual and the company. An unwritten agreement between an employer and employee that details what each side anticipates giving and receiving from the other is known as a psychological contract.(Gibson, James., L., Jhon M., Ivancevich., dan H., Donnelly., 2008) Psychological contracts relate to employment such as salary, whereas in the case of implicit agreements focusing on exchanges involving satisfaction, challenging work, fair treatment, loyalty and opportunities to be creative, these things are stated indirectly but in written agreements.

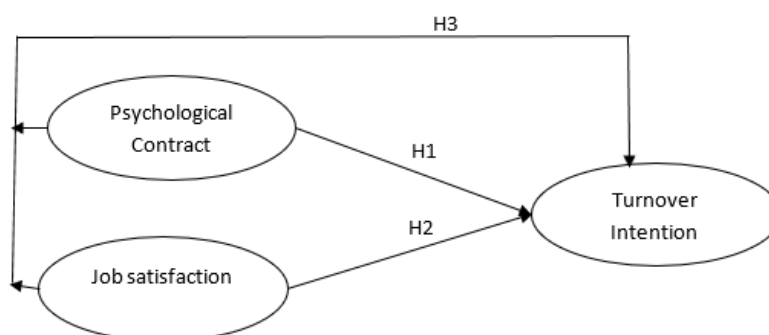
### **Job satisfaction**

According to Edi " The term "satisfaction" describes a person's attitude about his or her employment in general. A person who is highly satisfied at their employment exhibits a positive outlook on their work.(Edy, 2011) Employees who are happy with their jobs will be better

equipped to work efficiently, joyfully, and aggressively than those who are not. Employees who are not happy at work will never feel psychologically satisfied, and this will eventually lead to a bad attitude or bad behavior, which will make them frustrated. Job satisfaction refers to an employee's attitude toward their work that is related to work settings, employee cooperation, benefits obtained via employment, and issues pertaining to physical and psychological elements.

### Turnover Intention

The tendency or intention of employees to voluntarily quit their jobs or migrate to another location is known as turnover intention. According to Robbins and Judge, turnover intention is the propensity for an employee to leave the organization, either voluntarily or involuntarily, as a result of the unattractiveness of the existing position and the availability of better positions. (Robbins, S.P. & Judge, 2017) There are various factors that contribute to turnover intentions, one of which is the desire to find a better job. Mobley Turnover Intentions measures the level or severity of the desire to quit an organization or firm. (Mobley, 1986)



**Figure 1.** Research Model

The development model in this study refers to previous research, but in this study it tries to add a psychological contract variable to detect its effect on turnover intention in companies that are too high

## 2. Materials and Methods

Data collection in this study was carried out by distributing questionnaires to 72 respondents who work at PT X contact center services located on Jl. MT. Haryono Semarang. The data collection process was carried out for 2 months from January to February 2023. The sampling method used in this study was purposive random sampling, where sampling was taken using certain criteria. Sampling was carried out using the Slovin formula with a significance level of 5% from a population of 125 employees and a sample of 72 employees was obtained.

To analyze the variables used in this study, several stages of testing were used. Testing the research instrument which includes testing the validity of the data and testing the reliability of the data, this test is carried out to find out the data used in this study is valid and consistent. [17] for the level of acceptance of the data validity test refers to the results of the value of  $r_{count} > r_{table}$ , in testing the data it can be concluded that it is valid. To test the reliability of the data, namely by comparing the Cronbach's Alpha value of the test results with the standard value of 0.6, if the calculated result is greater than 0.6 then the data used can be concluded as consistent. To test the research hypothesis, multiple linear regression tests were used through the SPSS 25 program. In this study, to test the minor hypothesis, the researcher used the person product moment test. the significance between variable X and variable Y was carried out using the criteria of using r tables at a significance level of 0.05. If the value is positive and  $r_{count} \geq r_{table}$  then there is a significant relationship between variable X and Y variable, if  $r_{count} \leq r_{table}$  then there is no significant relationship between variable X and variable Y. To test the major hypothesis the

researcher uses the f test, f test is by comparing the calculated f value with the f table value at a significance level of 5%, if the test results for the calculated f value > f table and a significance level of <5% then the test indicates that there is a significant relationship.

### 3. Results and Discussions

The respondents used in this study were employees at a contact center service company located on Jl. MT. Haryono Semarang. the sample used was 72 respondents, where researchers in selecting respondents applied several criteria including: work experience of more than 5 years and age 27 years and over

**Table 2.** Validity Test Results and Reliability Tests

Variable	Item	Validity test		Reliability test	
		R table	R count	rule of thumb	Cronbach alpha
Turnover Intention	Y1.1	0,2319	0.426	0,6	0,723
	Y1.2	0,2319	0.676	0,6	0,717
	Y1.3	0,2319	0.601	0,6	0,725
	Y1.4	0,2319	0.381	0,6	0,709
	Y1.5	0,2319	0.275	0,6	0,716
	Y1.6	0,2319	0.418	0,6	0,768
	Y1.7	0,2319	0.426	0,6	0,694
	Y1.8	0,2319	0.466	0,6	0,729
	Y1.9	0,2319	0.560	0,6	0,753
	Y1.10	0,2319	0.432	0,6	0,733
	Y1.11	0,2319	0.577	0,6	0,708
	Y1.12	0,2319	0.330	0,6	0,742
Psychological Contract	X1.1	0,2319	0.317	0,6	0,766
	X1.2	0,2319	0.315	0,6	0,783
	X1.3	0,2319	0.570	0,6	0,731
	X1.4	0,2319	0.591	0,6	0,728
	X1.5	0,2319	0.664	0,6	0,721
	X1.6	0,2319	0.577	0,6	0,729
	X1.7	0,2319	0.718	0,6	0,711
	X1.8	0,2319	0.464	0,6	0,74
	X1.9	0,2319	0.550	0,6	0,733
	X1.10	0,2319	0.267	0,6	0,755
	X1.11	0,2319	0.659	0,6	0,723
	X1.12	0,2319	0.442	0,6	0,742
	X1.13	0,2319	0.731	0,6	0,712
	X1.14	0,2319	0.322	0,6	0,749
	X1.15	0,2319	0.728	0,6	0,71
	X1.16	0,2319	0.319	0,6	0,799
Job satisfaction	X2.1	0,2319	0.725	0,6	0,861
	X2.2	0,2319	0.281	0,6	0,878
	X2.3	0,2319	0.568	0,6	0,867
	X2.4	0,2319	0.506	0,6	0,869

X2.5	0,2319	0.330	0,6	0,876
X2.6	0,2319	0.734	0,6	0,86
X2.7	0,2319	0.604	0,6	0,866
X2.8	0,2319	0.507	0,6	0,869
X2.9	0,2319	0.324	0,6	0,873
X2.10	0,2319	0.341	0,6	0,873
X2.11	0,2319	0.627	0,6	0,865
X2.12	0,2319	0.509	0,6	0,868
X2.13	0,2319	0.577	0,6	0,867
X2.14	0,2319	0.330	0,6	0,876
X2.15	0,2319	0.703	0,6	0,862
X2.16	0,2319	0.606	0,6	0,866
X2.17	0,2319	0.345	0,6	0,873
X2.18	0,2319	0.727	0,6	0,861
X2.19	0,2319	0.255	0,6	0,88
X2.20	0,2319	0.498	0,6	0,869
X2.21	0,2319	0.595	0,6	0,866
X2.22	0,2319	0.301	0,6	0,874
X2.23	0,2319	0.729	0,6	0,86
X2.24	0,2319	0.590	0,6	0,866

From table 3. The validity test for all variables in this study shows that  $r_{count} > r_{table}$  is 0.2319. This shows that the questions on all research variables are valid. The variables in this study based on the reliability test showed a Cronbach alpha value above 0.60 so it could be concluded that everything was reliable.

**Table 3.** Normality test

	Kolmogorov-Smirnov <sup>a</sup>		Shapiro-Wilk			
	Statistic	Df	Sig.	Statistic	Df	Sig.
TurnoverIntention	,093	72	,200*	,972	72	,102

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.

The output findings up top demonstrate that the dependent variable's total measure of work satisfaction has a significance value of 0.200. The alpha level of 0.050 is exceeded by this value ( $0.200 > 0.050$ ). As a result, the study's data are normally distributed.

**Table 4.** Linearity Test of Psychological Contract Variables on Turnover Intention

			Sum of		Mean		Sig.
			Squares	df	Square	F	
Turnover Intention * Psychological Contract	Between Groups	(Combined)	998,530	17	58,737	8,023	,000
		Linearity	509,523	1	509,523	69,595	,000
	Within Groups	Deviation from Linearity	489,007	16	30,563	4,175	,000
		Total	395,345	54	7,321		
		Total	1393,875	71			

Based on the output results above, the linearity is violated at  $0.000 > 0.05$ . In light of this, it may be said that psychological contracts and turnover intention do not relate in a linear fashion.

**Table 5.** Linearity Test of Job Satisfaction Variables on Turnover Intention

Turnover Intention * Job satisfaction	Between Groups	(Combined)	Sum of	df	Mean	F	Sig.
			Squares		Square		
			668,322	22	30,378	2,052	,019
		Linearity	362,543	1	362,543	24,484	,000
		Deviation from Linearity	305,779	21	14,561	,983	,498
	Within Groups		725,553	49	14,807		
	Total		1393,875	71			

Based on the output results above, the linearity is violated at  $0.498 > 0.05$ . Thus, it can be said that job satisfaction and intention to leave the company have a linear relationship.

**Table 6.** Product Moment Correlation Test

		Turnover Intention	Kontrak Psikologis	Kepuasan Kerja
Turnover Intention	Pearson Correlation	1	,605**	,510**
	Sig. (2-tailed)		,000	,000
	N	72	72	72
Psychological Contract	Pearson Correlation	,605**	1	,701**
	Sig. (2-tailed)	,000		,000
	N	72	72	72
Job Satisfaction	Pearson Correlation	,510**	,701**	1
	Sig. (2-tailed)	,000	,000	
	N	72	72	72

The significance value of turnover intention on psychological contracts is 0.510 with a positive relationship. This means that there is a strong influence between the level of turnover intention on psychological contracts. The direction of the relationship between turnover intention and psychological contracts is positive, meaning that if the number of psychological contracts is high, employee turnover intention will increase.

Job satisfaction has a significance value of 0.701 and a positive association with turnover intention. This indicates that the intention to leave one's employment has a significant impact on one's degree of job satisfaction. A drop in overall job satisfaction will result in an increase in employee turnover intention since the link between turnover intention and job satisfaction is positive (+).

**Table 7.** Simultan Test (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	529,798	2	264,899	21,153	,000 <sup>a</sup>
	Residual	864,077	69	12,523		
	Total	1393,875	71			

a. Predictors: (Constant), Job Satisfaction, Psychological Contract

b. Dependent Variable: Turnover Intention

The F statistical test basically shows whether all the independent variables (Psychological Contracts, Job Satisfaction) included in the model have a joint effect on the dependent variable (Turnover Intention). By contrasting the probability of the computation results of the F test, it is possible to determine if the linear model is true or not. The regression model is a Fit model if the probability value is 0.05. By looking at the results above, the calculated F value is 21.153 > F table is 3.12 with a significance <0.05 so that it can be said that the test results indicate a fit model (Goodness of Fit).

## **Discussion**

### **a) Psychological Contract Relationship with Turnover Intention**

The results of testing the effect of psychological contracts (X1) on turnover intention show that there is a positive and significant relationship between psychological contracts and employee turnover intentions. The psychological contract is an employee's belief regarding the reciprocal relationship between the employee and the company which is based on the calculation of the contribution he has made to the company and the company's return for the contribution. One of the characteristics of psychological contracts involving employees and companies is based on economic exchanges, which means employees are paid based on their performance. (Robbins, P. S., & Judge, 2008)

The success of the organization in fulfilling the psychological contract of employees can lead to an attachment between employees and their organization so that employees have no intention of quitting their jobs. Thus if the psychological contract is not fulfilled, employees believe that there is a discrepancy between what was promised and what the organization did. (Asri Raditya Wardhan, 2018) These differences cause an imbalance in the exchange relationship between employees and their organizations. Therefore, in order to restore balance to the exchange relationship, employees tend to contribute less to the organization in terms of performance. If prevention is not carried out in this imbalance stage, then employees tend to look for alternative new jobs.

PT employees X namely, employees in contact center companies always consider their psychological employment contract first, before finally making a decision to join the company. Vice versa, the HRD or Management of PT. X, always consider the psychological work contract that is relevant to the job description of each division. This has proven to be effective in preventing high levels of turnover intention. The success in implementing a good psychological employment contract has had an impact on reducing the level of turnover intention at PT. X.

The findings of this investigation lend credence to Sri and Budi's (2018) findings. In other words, a high level of psychological contract fulfillment among employees can significantly reduce the likelihood of turnover. Referring to social exchange theory, all employees working at PT. X perceives that every violation of the agreement by the company, the employee will respond with negative behavior which can cause losses to the company. This will be the opposite, that the lower the level of violations by the management of PT. X, then all employees will behave positively, and their desire to continue working at PT. X. These results also show that there is reciprocity in the process of turnover intention, namely the high emotional attachment between employees and their organizations (PT. X), causing employees to have no intention at all to quit their jobs.

### **b) Relationship between Job Satisfaction and Turnover Intention**

The results of examining the association between job satisfaction and employee turnover intention reveal a positive but unremarkable relationship between the two variables. This implies that employee turnover intention is lower the higher the level of job satisfaction.



A person who has a high level of job satisfaction demonstrates a positive outlook on their employment. Employees who are happy with their jobs will work harder, more energetically, more productively than those who are not. Lack of job satisfaction can prevent employees from experiencing psychological fulfillment, and in the long run, this will result in a bad attitude or bad behavior, which can then cause irritation and make the employee more likely to leave the company.

The findings of this study confirm Fita findings that employee turnover intention decreases as work satisfaction increases. The definition of job satisfaction at work is the enjoyment of one's work through receiving appreciation for one's work, placement, treatment, tools, and work environment. While job satisfaction outside of the workplace refers to the fulfillment experienced away from the place of employment with the amount of compensation that will be received from the work in order to meet needs. While it's frequently noted that one of the main factors motivating people to leave their jobs is job dissatisfaction. The development of a departure intention is directly influenced by job unhappiness.

For employees at PT. X, if job satisfaction is low then target achievement will not be maximized, the company will suffer losses because the quality of employee performance decreases. Meanwhile, employees who get job satisfaction will be motivated to work hard and achieve higher achievements than employees who are not satisfied. The negative relationship shown in this study means that the higher the level of job satisfaction felt by employees of PT. X, causing a lower or decreased level of turnover intention.

Most of the theories directly link between job satisfaction and turnover. However, considering that turnover intention is the main predictor, the factors that affect turnover indirectly also affect turnover intention. The factors that affect turnover are complex and interrelated to one another. One such factor is the organizational variable. The organizational variable that influences turnover is job satisfaction.(Sutrisno, 2014)

The causes of turnover include Promotion Opportunities, Payment Opportunities, and Pay Factors which are one of the factors for high turnover. In addition, dissatisfaction with superiors or co-workers supports someone to leave their current job. In the process, every individual at PT. X will do some consideration of what will happen if he leaves the job and what he expects from his new job. If he then sees that leaving is the most satisfying alternative, then he will start looking for a new job. At this stage, the individual will consider the alternatives and the job he is currently holding. The cognitive stage shifts to the desire to quit if he has chosen which employment alternative he will accept. Finally, if the person truly takes a decision, he will voluntarily leave the organization (voluntary turnover). However, if he has not seen any opportunities outside the organization where he currently works, then the individual will choose to stay.

#### **4. Conclusion**

The researcher can draw the following conclusions about his research's findings based on the outcomes of earlier experiments. The Major Hypothesis is supported by the findings of the experiment assessing the impact of psychological contracts (X1) on turnover intention. This indicates that psychological contracts and the intention to leave the company are positively and significantly related. The major hypothesis is disproved, and the minor hypothesis is accepted, according to the findings of the experiment investigating the impact of job satisfaction (X2) on turnover intention. Accordingly, the intention of employees to leave their jobs is lower the higher their level of job satisfaction.

Based on the conclusions stated above, the researchers put forward suggestions in order to reduce turnover intention among employees of PT. X, then management needs to pay attention

to fulfilling the psychological contract of its employees, both in terms of transactional and relational. Management can apply fulfillment of transactional guarantees, such as financial guarantees, formal agreements, or opportunities to demonstrate the ability of each individual. Fulfillment of employee economic guarantees will pave the way for the formation of relational and more long-term relationships, such as employees' sense of trust in the current company.

## 5. References

- Abdul Aziz, Setya Indah I, Ari Siswati. (2021). Meningkatkan Kompetensi Pelaku Wirausaha di Desa Tambakroto Pekalongan. I(2), 3–5.
- Abdullah, A. (2017). *Managing the Psychological Contract: Employee Relations in South Asia*. Cham: Springer International Publishing AG.
- Alcover, C., Rico, R., Turnley, W.H., & Bolino, M. C. (2016). Understanding the changing nature of psychological contracts in 21st century organizations: a multiple-foci exchange relationships approach and proposed framework. *Organizational Psychology Review*.
- Asri Raditya Wardhan. (2018). Pengaruh Kontrak Psikologis Terhadap Intensi Keluar dengan Komitmen Afektif Sebagai Variabel Mediator. *Jurnal Aplikasi Manajemen Dan Bisnis*, 4(3).
- Barling, J. & Cooper, C. L. (2008). *The SAGE Handbook of Organizational Behavior. Micro Perspectives*. SAGE Publications Ltd.
- Chen, Z. X., and Francesco, A. M. (2000). Employee Demography, Organizational Commitment, and Turnover Intentions in China: Do Cultural Differences Matter?. *Human Relations*.
- Edy, Sutrisno. (2011). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Fitriyah, Fita, & Djastuti, Indi. (2020). Pengaruh Kepuasan Kerja dan Kontrak Psikologis Terhadap Intention To Quit dengan Komitmen Organisasi Sebagai Variabel Intervening (Studi Pada Pt. Krakatau Steel, Tbk). *Jurnal Bisnis Strategi*, 29(2), 163–171. <https://doi.org/10.14710/jbs.29.2.163-171>
- Gayatri, Eva. (2020). Pengaruh Job Insecurity, Beban Kerja, Kepuasan Kerja dan Komitmen Organisasi terhadap Turnover Intention Karyawan Milenial. *University Research Colloquium 2020 Universitas 'Aisyiyah Yogyakarta*, 11(1), 77–85.
- Gede, Dewa, & Satria, Andika. (2015). Pengaruh Work Family Conflict Dan Kepuasan Kerja Terhadap Komitmen Organisasional Dan Turnoverintention Fakultas Ekonomi Dan Bisnis Universita S Udayana , Bali , Indonesia. *E-Jurnal Manajemen Unud*, 4(11), 3703–3734.
- Gibson, James., L., Jhon M., Ivancevich., dan H., Donnelly., Jr. (2008). *Organisasi dan Manajemen, Perilaku, Struktur, dan proses*. Jakarta: Erlangga.
- Larasati, S. (2018). *Manajemen Sumber Daya Manusia*. Yogyakarta: Deepublish.
- Mobley, W. H. (1986). *Pergantian karyawan: Sebab akibat dan pengendaliannya*. Jakarta: Penerbit PPM dan Bisnis.
- Robbins, P. S., & Judge, A. T. (2008). *Perilaku organisasi: Organizational behavior (12th ed.)*. Jakarta: salemba empat.
- Robbins, S.P. & Judge, T. (2017). *Organizational Behavior 17th Ed (Harlow)*. Pearson Education Limited.
- Rousseau, D. M. (2000). *Psychological Contract Inventory Technical Report*. Pittsburgh: Carnegie Mellon University.
- Roussel , L., & Swanburg, R. (2006). *Management and Leadership for nurse administrator*. Massachusetts: Jones and Bartlett Publishers.
- Sutrisno. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Sverke, M., & Hellgren, J. (2001). Exit, voice, and loyalty reactions to job insecurity in Sweden: Do unionized and non-unionized employees differ. *British Journal of Industrial Relations*, 9(3), 167–182.