

# Psychological Contract, Employee Engagement, and Perceived Organizational Support Influence on Employee Turnover Intention in Pharmaceutical Industry

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**Abstract.** Employee turnover still remains as a chronic problem in an industry and even worsens because of global pandemic. Turnover intention can be used to understand actual turnover. This study aims to measure effect of psychological contract and employee engagement out of a number of organizational behavior factors which have been identified as crucial driver on employee turnover intention and using organizational support theory, perceived organizational support which has been recommended to strengthen each factors relation in employee's behavior in a Pharmaceutical – Health Service Firm. The study used a cross-sectional and analysis is based on sample of 335 Pharmaceuticals Professionals collected using online questionnaire. Data was analyzed using AMOS - Structural Equation Modelling. This study has identified significant relationship between psychological contract, employee engagement to turnover intention. There exists positive influence of psychological contract on employee engagement and negative influence on turnover intentions while employee engagement partially mediated its relationship. Based on findings, perceived organizational support proven significantly moderating relationship of employee engagement that employees who perceived higher organizational support will increase employee's engagement to the company and reduce their turnover intention. The finding of this study practically emphasizes the importance of employers to seek other alternative in retain top performers by building contracts and engagement from hiring stage and devising strategies to predict and reduce actual turnover by supporting employees.

**Keywords:** Psychological Contract, Employee Engagement, Perceived Organizational Support, Employee Turnover Intention, Pharmaceutical Industry

## 1 Introduction

Business environment is characterized by complex conditions, global competition, dynamic changes, fast-paced information and communication, complex business dynamics and economic recessions and crises [1]. In 2020, world was shaken by the intervention of social life with the entry of the coronavirus or what is often referred to as COVID-19. With COVID-19, changes continue to occur both in the social and business environment. Changes that occur in the business environment such as the online work system, working from home, and many other changes, have an impact on several business sectors. In the midst of

pandemic, pharmaceutical and healthcare business carrying out its responsibilities as a chain between clients and customers or as a distributor of drugs, vaccines and medical devices which requires employees to be able to carry out their functions properly in this condition. However, in addition to the need for a competent workforce to ensure the provision of the right drugs and vaccines for the community, company still facing the increase in turnover rate from year to year.

Harhara et al. [2], state that there are a lot of empirical evidence that shows the company's losses if the turnover that occurs in the company is getting higher, such as financial losses, cultural adaptation, ability and reliability, productivity, talent competition with other companies, which hinder the company from moving forward. In the process of fulfilling vacant candidate, company will need a lot of time and effort, adjust in these conditions, the flow of requests is very fast and must be handled immediately [3]. Employee Turnover Intention is one indicator to measure the level of employee turnover ratio [4][5][6][7][8]. Turnover intention is a measure to understand turnover before employees actually leave or leave the organization [2] and proven to be the best predictor of the relationship between intention and voluntary turnover behavior [9][10]. Referring to this condition, there are studies that show attitudes towards work such as satisfaction, organizational commitment, OCB, leadership support, etc., are intervention variables on turnover [11][12][13].

This finding shows a possible relationship between turnover intention and the concept of psychological contract and employee engagement where employee involvement been said to contain many elements of both commitment and OCB, even superior to both [14]. Psychological contracts are determined by culture and are subjective [15]. This is related to employee turnover intention because of its unique composition related to relational and transactional contracts. According to Bolino and Turnley [16], if there is a failure in fulfilling the psychological contract, then a person will react negatively to the in-role performance he does. Several studies also have shown that failure to fulfill psychological contracts can reduce employee engagement which leads to increased turnover [17]. This is because employee engagement has the capability to increase commitment, enthusiasm, enthusiasm, etc., which can result in better performance [18].

On the other hand, employee engagement plays an important role because higher engagement was found to affect not only positive attitudes towards work and the organization, but also lower job satisfaction, organizational commitment, and turnover intention [19][20]. This is one of the factors that need to be measured to be able to improve the conditions that occur. However, if you only see employee engagement as a stand-alone thing, then turnover intention will only be data without significant changes that can be made, therefore of course there are several factors, situations, conditions that can be a reinforcement in maintaining, developing, or detecting employee engagement in relation to employee turnover intention. Al-Mehrzi and Singh [21] developed a framework linking employee engagement to several factors including leadership, perceived organizational support and organizational culture.

The above raises curiosity for researchers, if employee turnover intention talks about the possibility of leaving work, with the current improvements and improvements, whether this will strengthen employee engagement and solve problems detected by previous measurements.

Based on the research questions, the following hypothesis were formulated for the study, as shown on Figure 1.

- H1: Psychological contract has a negative and significant effect on employee turnover intention.
- H2: Psychological contract has a positive and significant effect on employee engagement.
- H3: Employee engagement has a negative and significant effect on employee turnover intention.
- H4: Employee engagement mediates the relationship between psychological contract and employee turnover intention.
- H5: Perceived organizational support significantly moderated the psychological contract relationship with employee turnover intention.
- H6: Perceived organizational support significantly moderates the relationship between employee engagement and employee turnover intention.

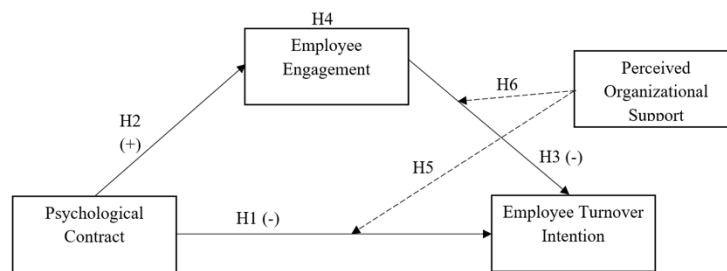


Fig 1. Model Hypothesis Proposed

## 2 Research Methods

### 2.1 Measurement and Instrument

There were four questionnaires used for collecting the data. The details of each questionnaire are presented as follows:

#### 2.1.1 Psychological Contract

Psychological Contract was found measured by using 17 items adopted from Millward and Hopkins [22] divided into 2 components with 7 item Relational Contract (item: 3, 5, 8, 10, 13, 16 and 17) and 10 item Transactional Contract (item: 1, 2, 4, 6, 7, 9, 11, 12, 14 and 15). It is measured by seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree.

#### 2.1.2 Employee Engagement

Employee Engagement was found measured by using 9 items of UWES-9 which is abridge version by Schaufeli et al. [23] after some development. UWES-9 has three parameters with three indicators for each dimension as follows – vigour (item: 1, 2, 5), dedication (item: 3, 4,

7) and absorption (6, 8, 9). It is measured by seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree.

### 2.1.3 Employee Turnover Intention

Employee Turnover Intention was measured by using 2 items which developed and by Borof and Lewin [24]. Questionnaire was measured using seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree.

### 2.1.4 Perceived Organizational Support

Perceived Organizational Support was found measured by using 8 items by Eisenberger et al. [25]. Questionnaire measured using seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree.

## 2.2 Data Analysis

The hypothesized relation between the variables and indicators (see Figure 1) was tested using AMOS 26. SEM facilitates the discovery and confirmation of relationships among multiple variables could describe relationships among numerous latent constructs by examined in a way that reduces the error in the model [26]. CB-SEM could examine mediation effect when a third variable intervenes between two other related constructs and moderating effect when third variable changes the relationship between two variables before [27]. AMOS was one of tools used to examine the CB-SEM which is much more user friendly rather than LISREL when using code. When using CB-SEM, a confirmatory factor analysis (CFA), goodness of fit was examined and checked by looking at the result of RMSEA and CFI using guideline to prove that the model was acceptable [28][27]. After that, composite reliability was done by looking at AVE result as well with convergent and discriminant validity. The relation of each endogen and exogen variable were examined by looking at the value of critical ratio (CR) and the estimates of the process result.

## 3 Result and Discussion

All respondent data was collected in the middle of the year of 2021 between April to May. Table 1 shows a more complete demographic profile of the respondents in this study. This research was conducted online using Google Form, assuring confidentiality of the data, each employee was emailed randomly based on the objective of the survey. Questionnaire were sent to random groups of employees from staff level until senior manager level. sample and sampling error of 5 per cent. Based on that, 335 samples collected are adequate for this present study.

**Table 1.** Demographic of Sample

| No | Demographic variable | Category    | Number | %   |
|----|----------------------|-------------|--------|-----|
| 1  | Age                  | 21-25 years | 40     | 12% |
|    |                      | 26-30 years | 89     | 27% |
|    |                      | 31-35 years | 63     | 19% |
|    |                      | 36-40 years | 68     | 20% |
|    |                      | 41-45 years | 48     | 14% |

|   |             |                  |           |     |
|---|-------------|------------------|-----------|-----|
|   |             | > 45 years       | 27        | 8%  |
| 2 | Gender      | Female           | 153       | 46% |
|   |             | Male             | 182       | 54% |
| 3 |             | Marital Status   | Single    | 97  |
|   | Married     |                  | 235       | 70% |
|   | Divorce     |                  | 3         | 1%  |
| 4 | Education   |                  | SMA/SMK   | 22  |
|   |             | D3               | 30        | 9%  |
|   |             | S1               | 239       | 71% |
|   |             | S2               | 44        | 13% |
| 5 |             | Years of Service | < 5 years | 162 |
|   | 5-10 years  |                  | 77        | 23% |
|   | 11-15 years |                  | 29        | 9%  |
|   | > 15 years  |                  | 67        | 20% |
| 6 | Level       |                  | Staff     | 137 |
|   |             | Supervisor       | 146       | 44% |
|   |             | Manager          | 35        | 10% |
|   |             | Senior Manager   | 17        | 5%  |

Based on calculation from Issac and Michael in Sugiyono [29], states that from total population of 2.915, research should achieve 327 as minimum required.

### 3.1 Confirmatory Factor Analysis

#### 3.1.1 Reliability Test

The reliability test performed on the variables in the study can be seen from several measurements in the CFA or Confirmatory Factor Analysis. Referring to Hair et al. [30], an indicator on a variable is said to be constructively reliable if the value of Construct Reliability (CR) at 0.70 and the value of Average Variance Extracted (AVE) at 0.5. In this study, the variables that will be examined for reliability are psychological contract, employee engagement, employee turnover intention and perceived organizational support.

**Table 2.** Reliability of Variables

| Instrument                       | Dimension  | No. of items | CR   | AVE  |
|----------------------------------|------------|--------------|------|------|
| Psychological Contract           | PCR        | 7            | 0,91 | 0,78 |
|                                  | PCT        | 10           | 0,92 | 0,69 |
| Employee Engagement              | Vigor      | 3            | 0,82 | 0,60 |
|                                  | Dedication | 3            | 0,82 | 0,60 |
|                                  | Absorption | 3            | 0,83 | 0,62 |
| Employee Turnover Intention      | -          | 2            | 0,73 | 0,69 |
| Perceived Organizational Support | -          | 8            | 0,85 | 0,50 |

The result on Table 2 shows that CR value of all dimensions of the variables have value greater than stipulated 0.7 and the calculation results show an AVE with a value greater than

stipulated 0.5. This shows that all the variables are reliable with all total samples used on this construct study.

### 3.1.2 Validity Test

The validity test carried out on the variables in the study can be seen from several measurements in the CFA or Confirmatory Factor Analysis. Referring to Hair, et al [27], namely  $CR > 1.65$  and  $P \text{ value} < 0.05$  so that it can be said to be valid. In addition to construct validity, there is a measurement of convergent validity, which according to Hair et al. [30], the items on the measured variables are said to be valid if the standardized loading factor or SLF value is 0.5 and it can be said to be better if 0.7. The estimates or SLF values of all indicators of variables in the form of items show a value of  $> 0.5$  (greater than 0.5) and showing a value of  $> 0.7$  (greater than 0.7).

**Table 3.** Validity Measurement on AMOS26

| Instrument | Dimension | Indicator | Estimates | CR     |
|------------|-----------|-----------|-----------|--------|
| PC         | PCR       | PCR1      | 0,94      | 24,64  |
|            |           | PCR2      | 0,88      | 21,38  |
|            |           | PCR3      | 0,85      | 20,39  |
|            |           | PCR4      | 0,9       | 22,48  |
|            |           | PCR5      | 0,9       | 22,22  |
|            |           | PCR6      | 0,88      | 21,58  |
|            |           | PCR7      | 0,82      | 18,89  |
|            | PCT       | PCT1      | 0,85      | 20,18  |
|            |           | PCT2      | 0,81      | 18,72  |
|            |           | PCT3      | 0,86      | 20,78  |
| EEV        | EED       | PCT4      | 0,76      | 16,78  |
|            |           | PCT5      | 0,78      | 17,57  |
|            |           | PCT6      | 0,89      | 21,93  |
|            | EEAB      | PCT7      | 0,85      | 20,19  |
|            |           | PCT8      | 0,83      | 19,54  |
|            |           | PCT9      | 0,85      | 20,38  |
|            |           | PCT10*    | 0,84      |        |
| EE         | EEV       | EEV1      | 0,74      | 12,41  |
|            |           | EEV2      | 0,81      | 13,52  |
|            |           | EEV3      | 0,78      | 13,11  |
|            | EEAB      | EED1      | 0,78      | 13,04  |
|            |           | EED2      | 0,76      | 12,75  |
|            |           | EED3      | 0,8       | 13,37  |
| ETI        | ETI       | EEAB1     | 0,84      | 14,03  |
|            |           | EEAB2     | 0,82      | 13,72  |
| POS        | POS       | EEAB3*    | 0,68      |        |
|            |           | ETI1 *    | 0,84      |        |
|            |           | ETI2      | 0,82      | 17,491 |
| POS        | POS       | POS1      | 0,7       | 9,6    |
|            |           | POS2      | 0,58      | 8,5    |
|            |           | POS3      | 0,68      | 9,39   |

|       |      |       |
|-------|------|-------|
| POS4  | 0,75 | 9,96  |
| POS5  | 0,84 | 10,6  |
| POS6  | 0,84 | 10,61 |
| POS7  | 0,66 | 9,2   |
| POS8* | 0,56 |       |

Table 3 shows that each indicator is constructively valid because it meets the minimum criteria for the specified value. Critical ratio (CR) shows value is greater than 1.65 and the p-value is \*\*\*, which indicates that the significance is less than 0.01.

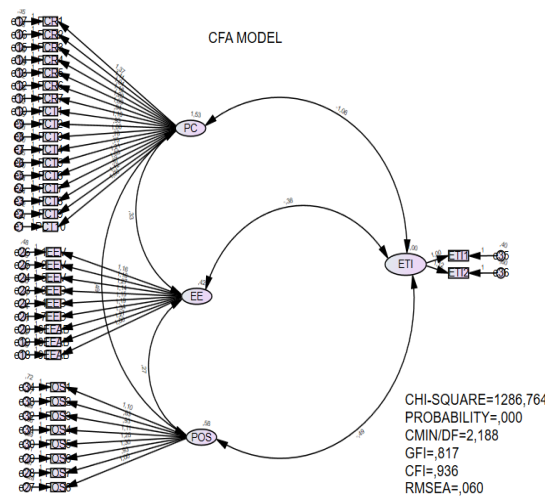


Fig 2. CFA Testing Model

### 3.2 Goodness of Fit

After that, researcher need to examine this model fit with objective to check the model prepared is suitable for use or matches the conditions of the sample. This can be seen by analyzing the goodness of fit (GOF). There are three fit measures used in goodness of fit (GOF), namely Absolute Fit Measures, Incremental Fit Measures, and Parsimonious Fit Measures. Each of the measurements has a standard of fit that will be compared with the output of the structural model test results. There are 7 criteria that are included in the good fit category, namely RMSEA, ECVI, IFI, CFI, CAIC, AIC, and PGFI. There are 3 criteria included in the marginal fit, namely GFI, NFI, and RFI. Of all the criteria, there are 3 criteria that are included in the poor fit category, namely Chi-square, RMR, and AGFI. Referring to Hair et al. (2014), the research model is said to be good if at least one method met 3 to 4 measurements are in the good fit category and the composition of the number of good fits is more than the others.

### 3.3 Estimated Relation of Hypothesis Proposed Model

To examine the multiple relationships between the variables, there is now the need to estimate the proposed model. The estimation of the proposed model is presented in the

following sections. The nature of the different constructs used for the study was reflective. The constructs psychological contract (PC) and employee engagement (EE) were second-order constructs, measured using first-order constructs. Psychological contract was measured using the first order constructs transactional (PCT) and relational psychological contract (PCR). Employee engagement was measured using the first-order constructs vigor (EEV), dedication (EED) and absorption (EEAB). Turnover intention (ETI) is a first-order construct measured using two items. Perceived organization support (POS) is a first-order construct measured using eight items. The result of AMOS 26 presented in Figure 3.

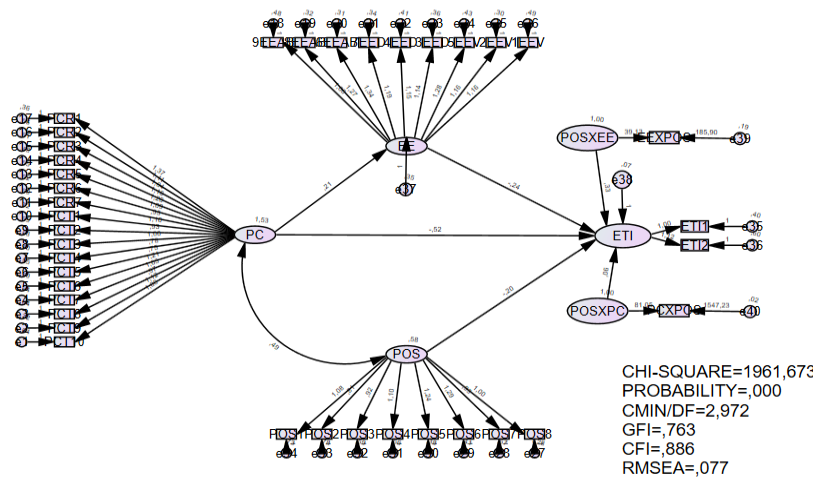


Fig 3. Measurement Model with Factor Loadings using AMOS 26

### 3.1.1 Direct Effect Testing

According to model proposed, there are three direct effects examine in this study (Table 4). This model proposed to check the direct effects of psychological contract to employee turnover intention. The result for Hypothesis 1, shows the consistency and the direction of influence both through the t-value and the path coefficient which met the t-value criteria  $> 1.65$  and the direction of the influence is negative. Therefore, it can be said that this hypothesis is accepted because the psychological contract significantly and negatively affects employee turnover intention. This result is supporting later research conducted by Behery et al. [31] which shows a significant and negative relationship to turnover intention. Research from Guchait and Songhai (2010) also emphasizes the role of the psychological contract as a predictive variable for its influence on a person's decision to leave his job in the future. Individuals who understand, feel, and can improve the psychological contract offered to them, will be able to avoid conflict, dissatisfaction or disappointment that leads to their desire to leave work in the future [31].

On the other hand, the result for Hypothesis 2 also shows the consistency and significant direction of influence through the t-value and the path coefficient which met the t-value criteria  $> 1.65$  and the direction of the influence is positive. Naidoo et al. [32] stated that there is an influence and impact of the psychological contract on employee engagement. If individuals feel and can create assumptions about what needs to be accepted in the relationship between workers and employers intrinsically, they can increase the psychological



contract and lead to engagement (Coyle-Shapiro and Parzefall, 2008). Thus, the higher the cause-and-effect relationship could be the result of higher employee engagement felt by employee in the pharmaceutical and healthcare service industries.

Employee engagement in Hypothesis 3, also proven its direct effect to employee turnover intention. Saks (2006) found that engagement predicts aspects such as job satisfaction, organization commitment and intention to quit his job. The higher the engagement felt by employees in their work, it not only affects positive attitudes towards work and the organization, but also job satisfaction, commitment in the organization to low intentions to move from the workplace [19][33][20]. This study also confirms previous research conducted by Bonilla [34], Caesens et al. [35] and Kasekende [36], who state and find that employees who feel engaged show a low tendency towards turnover intention. Therefore, this study also found contradictory situation with the initial conditions when turnover was increasing from year to year. An interview was conducted by asking several indicators of employee engagement which conclude that work flexibility, technical training systems and work focus was a critical part in changes. It explains that employee who feel comfortable in doing their work could reduce their intention to quit the job in question.

**Table 4.** Direct Effects AMOS26

| Path                 | $\beta$ | CR/<br>t-value | Remarks               |
|----------------------|---------|----------------|-----------------------|
| PC $\rightarrow$ ETI | -0,70   | -12,07         | negative, significant |
| PC $\rightarrow$ EE  | 0,44    | 6,89           | positive, significant |
| EE $\rightarrow$ ETI | -0,16   | -3,76          | negative, significant |

### 3.1.2 Indirect Effect Testing

Indirect effect was tested and shows that this relationship is significant. AMOS 26 calculates based on standardized indirect effects which tested Hypothesis 4 from the overall relationship of the psychological contract to employee engagement and relationship to employee turnover intention. This mediation categorized as complementary mediation. Employees feel engaged due to a relational and emotional bond with the company, how the suitability of information is felt and experienced by the employees themselves. Developments within the company, being part of a team, opportunities at work, valued by the company could forms a deep attachment to the scope, process, and working conditions of employees, so that employees feel happy and dissolved in their work. Previous research also suggests that there is a relationship created between the independent variable and mediation where Parzefall and Hakanen [37], measuring the relationship between a low psychological contract can lead to a decrease in returns on work engagement.

**Table 5.** Indirect Effects AMOS26

| Mediator                              | Path                       |                             |                             | Remarks                    |
|---------------------------------------|----------------------------|-----------------------------|-----------------------------|----------------------------|
|                                       | PC $\rightarrow$ EE<br>(a) | EE $\rightarrow$ ETI<br>(b) | PC $\rightarrow$ ETI<br>(c) |                            |
| PC $\rightarrow$ EE $\rightarrow$ ETI |                            |                             |                             | Complementary<br>Mediation |
| t-value                               | 6,89                       | -3,76                       | -12,07                      |                            |
| p-value                               | <0,001                     | <0,001                      | <0,001                      |                            |
| $\beta$                               | 0,41                       | -0,16                       | -7,03                       |                            |
|                                       |                            | -0,068                      |                             |                            |

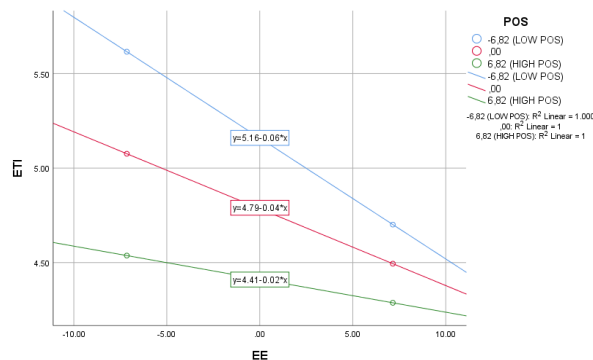
### 3.1.3 Moderating Effect Testing

Based on the research conducted on Hypothesis 5, it was found that there was no moderating effect on the interaction between perceived organizational support and psychological contract as the independent variable. This result could happen due to other factors that affect the relationship between the psychological contract and employee turnover intention. Based on research from Behery et al. [31], found the mediating effect of organizational commitment on the relationship between psychological contract and employee turnover intention. Where the psychological contract feels, the employee's commitment will increasingly have a positive influence and reduce the intention to quit his job. It is also could happen because of the uniqueness of the subjects who mainly affected by the environment and not only support from other employees. Another influencing factor is the existence of a psychological contract breach which can be a moderator of the relationship between the two variables.

In other hand, in this study for Hypothesis 6 we found moderating effect of the interaction between perceived organization support and employee engagement to employee turnover intention. This happens in accordance with research from Alfes et al. [38], if perceived organizational support is at a low level, then interacting with engagement will strengthen the employee's intention to leave his job.

**Table 6.** Moderating Effect Hayes

| Path         | Level | Effect           | SE               | t-value          | p-value          |
|--------------|-------|------------------|------------------|------------------|------------------|
| POSxPC → ETI | High  | Tidak signifikan | Tidak signifikan | Tidak signifikan | Tidak signifikan |
|              | Low   | Tidak signifikan | Tidak signifikan | Tidak signifikan | Tidak signifikan |
| POSxEE → ETI | High  | -0,017           | 0,020            | -0,875           | 0,382            |
|              | Low   | -0,064           | 0,015            | -4,177           | 0,000            |



This study is also supported by the results of Hayes' conditional analysis which emphasizes that perceived organizational support moderates at low levels, so it can be said that if there is a condition where the company's assistance to employees is low but still balanced with employee internalization such as a sense of enthusiasm, enthusiasm for their work, then the possibility of employees looking for new jobs next year will be smaller than the condition if

the company does not provide assistance to employees when needed and are in trouble and employees have low morale and enthusiasm. Appreciation to employees also will increase attachment to their work when handling obstacles. In the end, the employee will enjoy his working conditions and be dissolved in his work which then lowers his intention to quit his job.

## 4 Conclusion

The objective of this study was to examine how psychological contract could affect employee turnover intention with employee engagement as mediating variable, also the interaction of perceived organization support in strengthening or weakening the effect of variables. This study found that psychological contracts can be proven to have a direct, negative and significant influence on the employee turnover intention to employees who work in the pharmaceutical and health service industries. The existence of appreciation of the agreement given by the company in the form of self-development and career development, involvement in teams and other psychological relationships that reduce the intention of employees to quit their jobs. In other hand, it can be proven to have a direct, positive and significant influence on employee engagement when there is an interaction between employees' appreciation of the agreement given by the company more deeply so as to create attachments such as full and genuine involvement in work and feelings of pleasure for the results of employees enjoying their work. Employees who are passionate, dedicated and have a deep appreciation of their work are a form created by the treatment that has been given by the company will have lower intention to leave work decreases.

This study has several recommendations so future research could address more about each variable. Future research on moderating the relationship between psychological contracts and employee turnover intention can be expanded with research related to breach, fulfillment, and organizational commitment. Measurement and data collection is only carried out on one company with branches spread throughout Indonesia with the pharmaceutical and health service industry sectors, so in the future longitudinal and generalization can be achieved if applied to wider sector or different organization. There is no employee employment status that shows the employee is an employee for a certain time or not, so the analysis related to employee engagement is not in-depth, future research better combining in-depth interview and qualitative method to gain more depth in analysis.

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