ORGANIZATIONAL COMMITMENT, JOB SATISFACTION JOB STRESS, PSYCHOLOGICAL CONTRACTS AND TURNOVER INTENTIONS: ASSESSING THE ROLE OF SOCIAL SUPPORT

RETNO DWIYANTI

UNIVERSITI PENDIDIKAN SULTAN IDRIS

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ASSESSING THE ROLE OF SOCIAL SUPPORT

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ABSTRACT

The main objective of this study was to examine the relationship between job satisfaction and turnover intention, with social support as a moderating variable. The next objective is to examine the relationship between psychological contracts and turnover intention, with job satisfaction as a mediating variable. The relationship between organizational commitment and job stress is also the aim of this study. A quantitative approach with a survey method is used in this research. The population in this study were salespersons at retail companies in Purwokerto Indonesia, amounting to 979 people, and a total of 274 respondents were used as a sample in this study. The instruments in this study consisted of an organizational commitment questionnaire, a job satisfaction survey, a psychological contract scale, a work stress scale, a social support scale, and a turnover intention questionnaire. The results showed that there was a significant relationship between job satisfaction and turnover intentions with social support as a moderating variable ($\beta = 0.081$; $t = 2.266$; $p < .01$). While the relationship between psychological contracts and turnover intention with job satisfaction as a mediating variable is not significant ($\beta = -0.043$; $t = 1.142$; $p > .05$). The next result is that there is a significant relationship between organizational commitment, psychological contract, and job stress with turnover intention. The results of this study can be used by human resource managers to anticipate the exit of employees, especially salespeople from the organization. Through psychological contracts, organizations are more sensitive and understand how the expectations or desires of employees are in accordance with their beliefs about the organization. Companies can increase support from various parties to the sales force. The support felt by the salesperson from all parties can result in job satisfaction so that the salesperson's desire to leave his job can be avoided.

KOMITMEN ORGANISASI, KEPUASAN KERJA, TEKANAN KERJA, KONTRAK PSIKOLOGI DAN HASRAT MENINGGALKAN ORGANISASI: MENILAI PERAN SOKONGAN SOSIAL

ABSTRAK

Tujuan utama penyelidikan ini adalah menilai hubungan antara kepuasan kerja dan hasrat meninggalkan organisasi, dengan sokongan sosial sebagai pemboleh ubah moderasi. Tujuan seterusnya adalah menilai hubungan antara kontrak psikologis dan hasrat meninggalkan organisasi, dengan kepuasan kerja sebagai pemboleh ubah mediasi. Begitu juga penyelidikan yang dilakukan menilai hubungan antara komitmen organisasi, kontrak psikologi, dan tekanan kerja dengan hasrat meninggalkan organisasi. Pendekatan kuantitatif dengan kaedah tinjauan digunakan dalam penyelidikan ini. Populasi dalam kajian ini adalah seorang jurujual di sebuah syarikat runcit di Purwokerto Indonesia iaitu seramai 979 orang, dan seramai 274 orang responden telah digunakan sebagai sampel dalam kajian ini. Instrumen penyelidikan yang digunakan bagi mengumpul data terdiri daripada soal selidik komitmen organisasi, soal selidik kepuasan kerja, skala kontrak psikologi, skala tekanan kerja, skala sokongan sosial, dan soal selidik hasrat meninggalkan organisasi. Dapatan penyelidikan menunjukkan bahawa terdapat hubungan yang signifikan antara kepuasan kerja dan hasrat meninggalkan organisasi dengan sokongan sosial sebagai pemboleh ubah moderasi (β = 0.081; t = 2.266; p < .01). Manakala hubungan antara kontrak psikologi dan hasrat meninggalkan organisasi dengan kepuasan kerja sebagai pemboleh ubah mediasi tidak signifikan (β = -0.043; t = 1.142; p > .05). Penyelidikan juga mendapati bahawa terdapat hubungan yang signifikan antara komitmen organisasi, kontrak psikologi, dan tekanan kerja dengan hasrat meninggalkan organisasi. Implikasinya, penyelidikan ini dapat digunakan oleh pengurus sumber manusia untuk menjangka jurujual yang berhasrat untuk meninggalkan organisasi. Melalui kontrak psikologis, sesebuah organisasi lebih peka dan memahami harapan, keinginan serta keyakinan jurujual terhadap organisasi. Dengan itu, sesebuah organisasi dapat meningkatkan sokongan terhadap jurujual melalui pelbagai pihak. Sokongan yang dirasakan oleh jurujual daripada pelbagai pihak dapat menghasilkan kepuasan kerja agar hasrat jurujual untuk meninggalkan organisasi dapat dihindari.

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LIST OF ABBREVIATION

AVE	Average Variance Extracted
CR	Composite Reliability
JSF	Job Satisfaction
JSS	Job Satisfaction Survey
JST	Job Stress
LDC	Language Development Center
OC	Organizational Commitment
OCQ	Organizational Commitment Questionnaire
OST	Organizational Support Theory
PC	Psychological Contract
PLS	Partial Least Square
SEM	Structural Equation Modeling
SS	Social Support
TOI	Turnover Intention
VAF	Variance Accounted For
VIF	Variance Inflation Factor

LIST OF SYMBOL

α	Cronbach's Alpha
β	Standard Beta
f^2	F-Square
H_1	Alternative Hypothes
H_0	Null Hypothe
M	Mean
p	The Probability Value of Significant of the Test
Q^2	Q-Square
R^2	R-Square
SD	Standard Deviation
t	Test Statistics

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CHAPTER 1

INTRODUCTION

1.1. Introduction

This chapter will explain the main topics to be studied, the background of the problem, problem formulation, research objectives, research questions, the importance of research, and the scope of research on the effect of organizational commitment, job satisfaction, job stress, psychological contracts, and turnover intention, with support social as a moderating variable. The job satisfaction variable is also a mediator of the relationship between psychological contracts and turnover intention. The last part of this chapter is a provisional assumption to answer the problem stated in the hypothesis.

1.2. Background Research

The development of the retail industry in Indonesia is growing rapidly. In the current era of globalization, the retail business is no longer managed in a traditional way, but in a modern way. Modern retails have emerged and developed in Indonesia in recent years. The Retail Sales survey conducted by Bank Indonesia (2019) confirmed an increase in retail sales growth in May 2019 of 7.7%, compared to the previous month's realization of 6.7%. Meanwhile, the Indonesian Retail Entrepreneurs Association (Aprindo) predicts the retail sector will grow up to 10% throughout 2019, higher than last year's realized claims which were in the range of 8% (Aprindo, 2019).

Along with economic growth, the increasing growth of the retail industry in Indonesia is currently growing rapidly. In an era of competitive globalization, modern retail represents an extremely lucrative economic opportunity. Retail is a subcategory of product marketing that comprises all operations involving the direct sale of items to end-users for personal and non-commercial purposes. This causes competition among retail companies to provide the best service. Various ways are carried out to improve services such as prioritizing product quality and innovation, beautifying the appearance of the store, and also improving the quality of human resources. A retail company's success in the face of tremendous pressure and competition is dependent on the quality and effectiveness of its human resource management team.

The most critical part of every organization is its human resources. Competent and quality human resources are needed to support productivity and activities so that the goals of an organization can be achieved properly and correctly. Human resources

are not only a tool in an organization, they also play an important role in the organization's long-term viability. Human resources have a big role in determining the progress of an organization. Without human resources, other resources cannot be utilized properly. The importance of the role of human resources needs to be realized by all levels in the company.

Human resources are at the forefront of aiming to ensure the organization's competitive sustainability. To ensure that the right people are hired for the right positions, developed, managed, and retained by organizations, they are increasingly focusing on a talent search. Furthermore, the practice of human resource management is reflected in the behavior and attitudes of employees. Any particular organization can be considered successful if the employees function well. Employees are the main source of organizational development and prosperity.

Human resources are very important resources and must be owned by organizations in an effort to achieve goals. In comparison to other resource aspects such as capital, technology, and so on, human resources are the primary component of the organization. This is because humans themselves control other factors in the organization or company. Thus it can be said that everyone who provides services to the organization, where the company requires labor and receives remuneration in the form of salary or wages and other compensation as compensation is referred to as an employee. Therefore, organizations are obliged to maintain and foster long-term relationships with employees (Kehoe & Wright, 2013).

Employees play a critical role in establishing and maintaining the organization's competitive advantage. From a managerial standpoint, the problem of attracting and retaining highly qualified employees is more visible than important before (Mbah & Ikemefuna, 2012). Therefore, employee turnover is considered one of the most serious obstacles in the organization because of the important position of employees in the company. There are several factors that can significantly improve employee status, and these factors are related to changes in the world of work, technological developments, and globalization (Anca-Ioana, 2013).

For retail businesses, it is the salesperson who play an important role in the progress of the business. Efforts to retain salesperson have become an important issue in many service companies. A salesperson who is satisfied and satisfies the customer is expected to carry out his job well. If the ability and job requirements are not balanced, then resignation may occur. According to Jeen and Batty (2014) in the results of their research, it is explained that in retail companies there are several factors that can influence the desire of employees to resign from work, namely: opportunities for career advancement, salary received, workplace atmosphere, relationships with superiors, freedom during activities. job, job description. duties, work safety, appreciation for every effort made, and pressure during work activities.

Salesperson as human resources is seen as an important company asset because they can affect the efficiency and effectiveness of the organization (Simamora, 2006). The existence of human resources will determine the success of the company in the future. But in reality, companies are often faced with employee behavior that is

considered detrimental to the company and interferes with the company's performance either directly or indirectly.

One of the employee's behaviors is the desire to leave his job, which can lead to an employee's decision to leave his job. Employee turnover rate has an unfavorable impact on the company, both in terms of costs and losses, as well as loss of time to take advantage of opportunities. A high turnover rate will be a direct cost and indirect cost burden for the company. The company's direct costs include the time required and money spent on finding, hiring, and training new customer service employees. Indirect costs for companies are decreases in productivity and services caused by shortages of employees during the period used to find replacements for employees who have left and hire or hire new employees who do not have experience (Hinkin & Tracey, 2000). Recruiting, selecting, and training new employees often costs millions of rupiah, because the higher the turnover rate, the higher the expenses will be (Lussier, 1999).

Intention to leave may be more important than the actual turnover. If the employer has a better understanding of the employee's intention to leave the organization, the employer can make changes to address the employee's intentions. However, if an employee leaves the organization, the employer will incur additional costs to recruit and train other employees. The higher the turnover rate, the greater the increase in training costs, recruitment, socialization experience at the expense of the organization (Khan et al., 2014). Numerous researchers view turnover as a critical issue for firms and advocate for 'friendly work-life policies' to mitigate it (Hui-Yu and Takeuchi, 2008; Khan et al, 2014).

Turnover intention is a mediator between attitudes that affect the intention to quit and actually stop leaving the organization (Glissmeyer et al., 2008). Employee turnover is predicted by employee intention to leave, job satisfaction, and organizational support (Yücel, 2012). In terms of employee turnover, there are three broad categories of factors to consider: factors related to the job (such as job satisfaction), factors specific to the individual (such as age, educational level, gender, and years of service), and factors affecting the organization as a whole (Foreman, 2009). The cause of an employee's turnover can be caused by various factors, including internal factors, namely factors originating from the individual himself, such as the necessities of life, the values they adhere to, as well as their personality; In addition, external factors that affect turnover can be related to the relationship between fellow employees, their relationship with the leadership of the organization and also the implementation of policies in the organization (Emiroğlu et al., 2015).

High turnover intention can indicate that the company is ineffective, reduces efficiency and productivity so that it can endanger the company, in the end, the company loses employees who already have previous experience and need to train new employees (Joarder et al., 2011). This employee's decision to leave the company is a big problem for every company (Mahdi et al., 2012). This research is very important to find out the causes of high turnover intention in a company, to reduce costs, as well as company losses. There are many factors that influence turnover intention including work stress, organizational commitment, job satisfaction, and so on (Sutanto & Gunawan, 2013).

According to Bramantara and Dewi (2014), low employee commitment to the organization is one of the factors that can lead to an employee's desire to leave the organization. Meanwhile, high commitment to organization will have an impact on a long service period when compared to low commitment to the organization. The higher the employee's commitment to the organization, the more optimal the employee will be at work.

Having employees with a high commitment to the company must be the hope of every company. Such employees are expected to be able to participate in advancing the company so that the goals to be achieved by the company can be realized. However, issues related to human resources often arise, namely employee turnover. Turnover is something that often happens in organizations. of course, this will have a negative impact on the company, so the company should know the factors that cause the emergence of turnover intentions in the employee. Several theories state that organizational commitment is the most important factor in the emergence of turnover intentions in employees, including those proposed by (Jewell and Siegall, 2010; Mobley et al, 1979). An organization requires a commitment that exists in all its employees. Employees are required to be able to work together for the benefit of the company which will also be beneficial for them. Meanwhile, companies are also required to be fair by giving awards that are in accordance with employee achievements. What the organization does and provides for its employees will determine how committed the employee is to the organization. This commitment will later influence his decision to stay with and advance his organization or choose another more promising place of work.

In addition to organizational commitment, the cause of employee desire to leave the company is caused by work stress. Job stress is something that concerns the interaction between individuals and the environment, namely the interaction between stimulation and response. Stress is the result of all measures and environmental situations that cause a person to be overly demanding psychologically and physically (Munandar, 2001). The emergence of stress at work can be caused by an imbalance between the required work demands and the employee's ability to cope (Mosadeghrad, 2013). Job stress is a dynamic state in which a person is confronted with possibilities, limits, or demands relating to what he or she most desires and whose outcomes are viewed as unclear yet significant (Robbins & Judge, 2008).

Work stress can arise if work demands are not balanced with the ability to meet these demands, causing various levels, including 1) moderate level, stress acts as a motivator that has a positive impact on behavior, including work behavior. 2) high level, occurs repeatedly and lasts a long time so that individuals feel threatened, experience physical, psychological, and work behavior disorders (Suwatno & Priansa, 2014).

Work stress causes employees to lose the ability to make decisions and their behavior becomes disorganized and triggers the desire to leave (Anggraini, 2013). This is in accordance with the results of research conducted by Waspodo et al., (2013) in their research which found that job stress has a positive correlation with employees' desire to leave. These results indicate that if there is an increase in work stress on employees, then the desire to leave the organization is also getting stronger.

In the long run, workplace stress can be hazardous, increasing the likelihood that one looks for a new position, decreasing contacts with coworkers and coworkers, increasing conflict with family and friends, and even resulting in mortality (Lambert et al., 2005). Iqbal et al (2014) argues that work stress is an adverse individual reaction due to excessive pressure or orders at work.

Employees may experience stress and discomfort as a result of increased workload and other factors, which may impair their performance. Physical fatigue is a cause of work-family conflict among employees (Sugiyanto & Irawati, 2016). If this happens regularly, the employee's desire to quit grows stronger. According to Syahronica and Ruhana (2015) one of the important influences on employee turnover intention is due to work stress. Manurung and Ratnawati (2012) also found that job stress has a positive correlation with employee intention to quit.

Furthermore, Sheraz et al (2014) said that stress occurs when individuals realize that the pressure or requirements of the job are greater than the employee's abilities. Further, the research conducted by Sheraz et al (2014) said that there was a significant and positive impact between job stress and the employee's desire to move. That is, the higher the level of work stress that employees have, the higher the employee's desire to move. In addition, Barsky et al (2004) said that when employees feel stressed about their work, it can increase employee job dissatisfaction (Iqbal et al, 2014).

In addition to work commitment and job stress, there are other factors that influence employees to change jobs, namely job satisfaction. According to Ghiselli et al., (2001), job satisfaction is an important construct in explaining employee turnover.

(Emiroğlu et al., 2015). The desire of employees to move from one job to another, one of which is influenced by employee satisfaction with work. Job satisfaction has a weak relationship with absenteeism but has a strong relationship with employee desire to leave work (Hom & Griffeth, 1995). If working conditions cannot be changed, a dissatisfied employee can resolve the problem by leaving the job. Leaving this job can be an internal transfer if the dissatisfaction is related to unfair supervision or unfavorable working conditions. On the other hand, if the source of dissatisfaction is related to organizational policies such as lack of job security and below-average wages then organizational turnover will occur. When a dissatisfied employee cannot change his situation or physically remove himself from his job, the employee will disengage from the job psychologically. Even though they are physically at work, the employee's mind is elsewhere.

In carrying out a job, employees often face various problems caused by the organization, both in terms of the organizational environment and work and various other factors such as wages, communication with colleagues and superiors, and various other factors. The effect of these problems can cause an employee to be burdened or feel dissatisfied in doing his job, which can lead to turnover intention in employees. According to Robbins and Judge (2013), the relationship between employee attitudes about what they really want from a job and what is offered or asked by the company is a function of job satisfaction and job dissatisfaction. When discussing employee attitudes, it actually refers to their job satisfaction. Job satisfaction can refer to the line of good values that employees value about their work, seen from their characteristics. If the perceived job satisfaction of employees is lacking, it can trigger employees to leave their jobs and look for work elsewhere, this can be detrimental to the company.

This is in line with the opinion Maier (1971) which states that dissatisfaction or discomfort can be the reason for employee intention to leave the organization. This is due to the problems faced by employees and is often related to the company or organization where they work, such as problems in managing the company, the situation at work, supervision from their direct supervisor, awards, promotions, and relationships between coworkers.

A theory called the two-factor theory concerning job satisfaction states that there are differences in the group of variables between job satisfaction and job dissatisfaction, namely on motivator factors and hygiene. In general, several factors can determine job satisfaction, which if these factors exist it will lead to satisfaction and vice versa. Dissatisfaction can come from the conditions of the work environment (such as working conditions, pay, security, quality of supervision, and relationships with others) rather than with the work itself.

Herzberg (1965) stated that the presence of several factors can affect employee job satisfaction, on the contrary, if these factors are not present it can result in job dissatisfaction of the employees. Thus, it can be explained that employee job satisfaction and dissatisfaction can occur simultaneously. According to a study conducted by Hanson et al., (1987), satisfaction or dissatisfaction with work can be seen based on awards given by the company, for example, recognition of professional interests, responsibility for work, giving psychological rewards, career development, utilization and development of skills, being able to enjoy work and being given the authority to make decisions.

The same pattern was also found in studies in the retail sector (Saks, 2004; Babaita et al., 2016) for example, found a relatively significant negative relationship between job satisfaction and employee turnover intention. Likewise, there is a significant positive relationship between job dissatisfaction and the desire to change jobs of retail employees. Broadly speaking, the findings found in the case of retail employees are the same as those found in other industries. Where in general job dissatisfaction is correlated with the intention to quit the organization and look for other work alternatives.

Social support is also one of the factors that cause employees to stay in the organization. With direct or indirect social support, a person will feel recognized, and appreciated, and will have a good impact on someone who receives the support. The social support received by employees is a process of social interaction and a mutual relationship that depends on various types of relationships, for example, social relations, family relationships, and work relations. So, if in this social interaction an employee has a strong social relationship, then the employee has a weak tendency to quit (Lobburi, 2012).

Employee engagement with their workers can be influenced by the social support they get (Lambert & Paoline, 2010). Social relationships that are closely intertwined with family and friends, for example in a culture of togetherness, and factors other than work such as relationships with relatives, friends, relatives, etc., will correlate with a person's performance and satisfaction with work, thereby weakening the employee's desire to change jobs. In addition, high job satisfaction can be obtained

with positive experiences and social support. With positive experiences and social support, job satisfaction can be higher (Colquitt et al., 2013).

Employees will feel more attached to work if they get the expected social support (Lambert et al., 2016). The results of a study conducted by Lobburi (2012) stated that social support has a negative and significant effect on turnover intention. The higher the social support felt by each individual employee, the smaller the employee's turnover intention.

Job satisfaction also comes from other factors, namely positive behavior from direct superiors. Satisfaction is a result of fulfilling employee expectations. An increase in the interrelated relationships that occur between employees and their leaders can be realized by the existence of a psychological contract which with a high level of the psychological contract in employees, consequences will increase productivity and success. The research conducted shows the importance of the psychological contract referred to by the Chartered Institute of Personnel and Development (CIPD) that the positive state of the psychological contract is associated with high levels of job satisfaction, commitment in the company, job security, satisfaction between employer-employee relationships, motivation and intentions. to stay in the company. Based on the survey results, 90% agree that the psychological contract is a useful concept and 36% say they use it to help manage work relationships (Guest & Conway, 2001).

The definition that can be related to the psychological contract is a perception of related and mutual obligations between employees and their companies. Psychological contracts are reciprocal relationships that occur between employees and

the leadership of the company where they work (Rousseau, 1989). While psychological contract violations refer to the response that individuals or employees receive less than or less than what has been promised, or even do not receive what has been promised to them (Robinson & Morrison, 2000).

When employees believe that a psychological contract violation has occurred, it will affect the emergence of negative reactions, such as low levels of performance, low job satisfaction, and cause an intention to leave the organization (Suazo et al., 2005). Conversely, 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 (Turnley & Feldman, 2000).

Research conducted by Xie et al., (2015) found that there is a negative relationship between psychological contract violations and job satisfaction. The same thing was expressed by Chaubey (2016) regarding the negative relationship between psychological contracts and job satisfaction, when there is a violation of the psychological contract, there will be a decrease in job satisfaction for employees. According to Chin and Hung (2013) by looking at the psychological contract can reduce the turnover intention of employees, and can increase employee resilience in the face of difficulties. Research conducted by Collins (2010) also shows that psychological contracts have a significant effect on intentions to quit.

The fulfillment of the psychological contract of employees can lead to positive perceptions that make employees happy to work and can increase the attachment to

being part of the organization. The realization of psychological contracts can also increase the emotional dimension of employees because mutually agreed working conditions can provide work comfort so that employees will feel safe and comfortable in their work environment. In addition, the fulfillment of psychological contracts can increase the dimension of loyalty.

1.3. Problem Statement

The phenomenon of corporate employee turnover is a complicated and crucial problem faced by the company, because it is related to its influence on the financial and morale of the company's resources. According to Ballback and Slater (1999), there are many different reasons and arguments from person to person who will take over professions, change careers, change jobs, or change companies. However, the main reason employees leave work is dissatisfaction in running and pursuing careers that have been running so far. Thus, employee turnover demands management's attention.

The increase in the turnover rate of the company's employees is one of the serious problems faced by many companies. Many companies feel hopeless because the employee recruitment process is considered futile because many of them have the potential to move to other companies (Manurung & Ratnawati, 2012). Research conducted by Tariq et al., (2013) explains that turnover intention that can cause employees to change jobs has an impact on company efficiency because turnover disrupts work stability, consistency, and continuity, and interferes with the implementation of long-term planning which is more difficult, causing staff shortages,

and in turn, can increase the workload of other employees, increasing the costs of recruiting and training staff.

The main problem that is often faced in the work environment in an organization is an increasingly rapid increase in turnover (Tnay et al., 2013). The increase in employee turnover globally is also reinforced by the results of a survey conducted by the Hay Group (Wonowijoyo & Tanoto, 2018). The following figure is the Hay Group survey data on the percentage of turnover rates in the world from 2010-2018:

Figure 1.1. Hay Group Turnover Survey. Source : Hay Group, 2018

From figure 1.1, the conclusion that can be drawn is that from 2010 to 2018, the global turnover rate has increased significantly year by year. As the labor market starts to improve again, workers/laborers all over the world start to look for new job opportunities. In 2014, the global employee turnover rate was the highest, with the largest increase that year. In addition, the average turnover rate in the next five years

will increase to 23.4%, and the turnover rate of developing countries will grow faster than that of developed countries.

JobsDB Indonesia conducted a survey in which 2,324 Indonesian respondents of different occupations and occupational levels participated. The survey results show that in the past 12 months, as many as 80% of respondents are eager to move because employees are dissatisfied with the company's work system and processes (Praditya, 2015). In line with the JobsDB survey results, the estimated turnover in 2014 in Indonesia has increased. Based on data obtained from the Hay Group in collaboration with the Center for Economics and Business Research in TopCareer Magazine that employees who will quit can reach 161.7 million or an increase of 12.9 percent when compared to 2012 (Vini, 2013).

Research on turnover has been widely carried out by researchers (Wen et al., 2016; Khan et al., 2014; Kim, 2014; Sidharta and Margaretha, 2011), but from several studies conducted very little research on turnover in sales employees or salesperson. In fact, if you look at several cases of employee turnover, the salesperson turnover rate is quite high. The following is the turnover data for salespeople in Indonesia.

Salesperson turnover data at one of the retail companies in Indonesia, in 2015 showed a fairly high turnover rate (Prajanta, 2016). The Data is shown in figure 1.2.
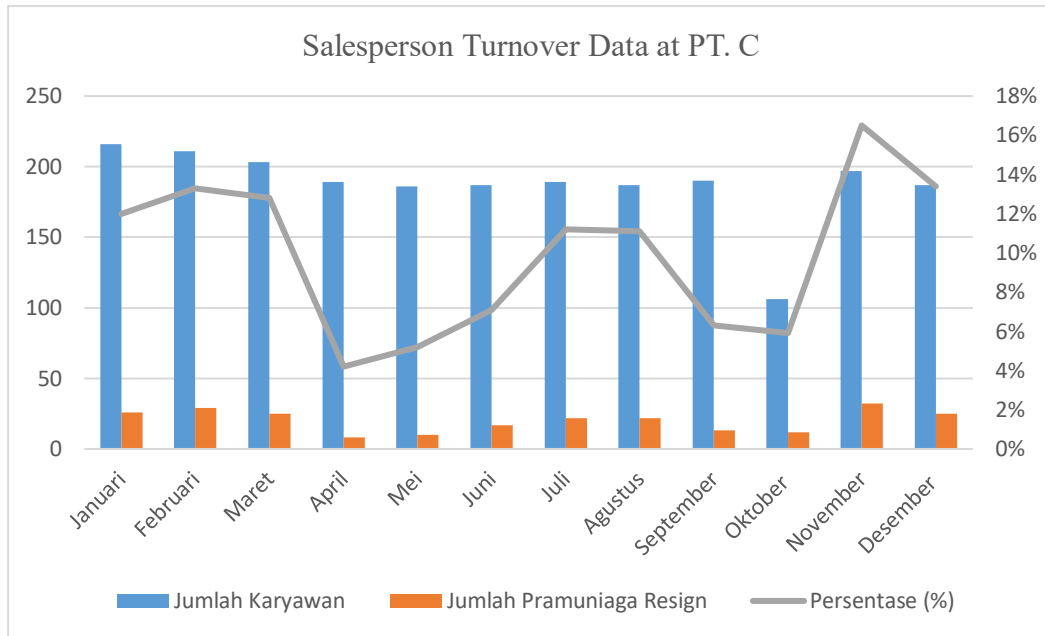
Figure 1.2.   Salesperson Turnover Rate in 2015 in PT.C. Source: HRD PT C, 2016

The results of a survey on retail companies in Purwokerto Indonesia also show that the employee turnover rate is quite high. The turnover rate can be seen in the data obtained from the survey results as follows:
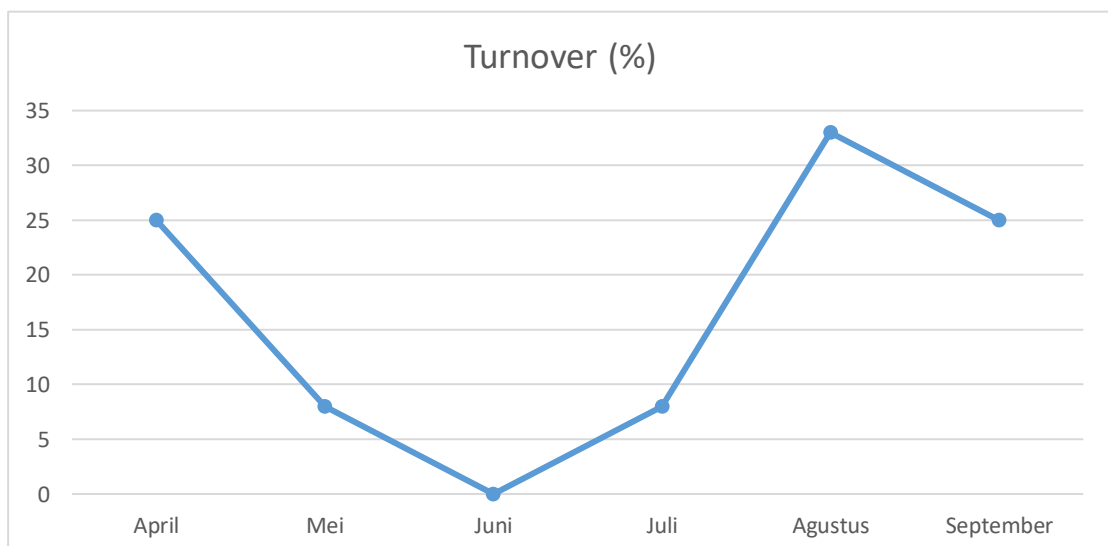

Figure 1.3.   Employee Turnover Rate in 2017 at PT. X. Source: HRD PT X, 2017

Based on these data, it can be seen that the turnover rate occurs in retail companies at PT. C in 2015, and PT. X of 2017 is quite high. According to Maier (1971), the turnover rate is said to be high if it reaches 5% or more.

The desire of employees to leave the organization voluntarily can be due to several reasons. According to Mobley (1982), there are several factors that influence turnover intention, first, a sense of satisfaction and dissatisfaction with the work itself. Satisfaction will increase if work can be felt to fulfill things that are considered valuable for someone. Vice versa, satisfaction will be reduced if the work cannot be felt directly by employees which will be a separate assessment. Second, the benefits of internal work roles for organizations that are alternative. Employees who expect that their current job will lead to more fulfilling roles in the future. Positive expectations include promotion opportunities where employees who may be dissatisfied with their jobs will not leave because of these positive expectations for the future.

Third, the expected benefits of external work roles for organizations that are alternatives, such as important work values for employees, values that are expected to be achieved from the external work, and expectations of being able to achieve other jobs. The third factor is trying to understand why employees want to find work outside the organization. Fourth, values in incidental matters that are not related to work. Values that are not related to work include: things during travel, fixed working hours, recruitment/moving system, and each group will be assigned tasks in turns.

There are several reasons why employees have the desire to quit their jobs, including employee commitment to the organization, job satisfaction, and employee

confidence in the company (Mobley, 2011). According to Cheng and Waldenberger (2013), the factors that cause turnover intention are job satisfaction and organizational commitment. Organizational commitment is the key factor that makes an employee stay and work for the company for a long time. If the commitment is low, it will result in high turnover (Hussain & Asif, 2012). Eisenberger et al., (2002) support that employee satisfaction with their immediate supervisor has been shown to reduce voluntary turnover. While employees event pressed in their work, employees will feel stress which results in the desire to leave the organization. Employees who event high work pressure have a high desire to cease their jobs (Mahdi et al., 2012). Siddiqui and Jamil (2015) found that employees' desire to quit their jobs was influenced by job stress. That is, the higher the level of work stress experienced by employees in the company, the higher the desire to quit work.

Work stress faced by employees is also an important factor that causes turnover so employees decide to look for other alternative jobs. Qureshi et al., (2013) found an interrelated relationship between work stress experienced by employees and their turnover intention, which stated that the higher the employee's stress level, the higher the desire for their turnover. The causes of work stress they face are related to the inability to cope with job demands, not understanding job responsibilities, unavailability of facilities to help complete work, colliding tasks, and others that can cause work stress for employees. Employees who are not able to handle work stress will not be able to work in the company in the long term. Stress can cause employees to become sick, or even cause them to leave the company (Manurung & Ratnawati, 2012).

Job stress faced by employees is one of the reasons to look for other alternative jobs. A survey conducted to examine the relationship between stress and turnover showed that 40% of employees who experienced turnover were caused by excessive stress (Gibson et al., 2006). This shows that work stress is one of the important factors that affect turnover.

The reciprocal relationship between employers and employees is one of the factors that can reduce turnover intention. Employers who treat employees fairly, and value employee contributions and well-being are more likely to receive employee support, thus feeling obligated to reciprocate. The fulfillment of psychological contracts has also been shown to be a significant predictor of employee turnover intentions (Collins, 2010). Employees who feel they have experienced a psychological contract violation will tend to have high turnover intentions. Violation of the psychological contract makes employees feel that they are being treated unfairly and ultimately triggers a negative attitude towards the company (Ramadhany & Simarmata, 2014).

When there is a breach of the psychological contract, employees believe that there is a difference between what is promised and what is delivered by the organization (Morrison and Robinson, 1997). The existence of a contract violation from the organization will affect the attitude of employees, namely the tendency to feel job dissatisfaction which will have an impact on employee turnover intentions. Behery et al. (2016) explained in their research that when the psychological contract is not fulfilled, employee job satisfaction will decrease. Psychological contracts focus on employee expectations that must be met to achieve employee job satisfaction, when the psychological contract can be fulfilled, employee job satisfaction will be higher

(Fujiasih, 2017). The greater the level of satisfaction of a person with his work, the greater the desire of that person to continue to be in the company and discourage the intention to make a turnover (Susilo & Satrya, 2019). The perceived job satisfaction of employees is caused by the remuneration (psychological contract) received from their work for the organization (Damayanti et al., 2018).

Social support is also critical, as favorable interactions with others can result in increased job satisfaction (Colquitt et al., 2013). Social support might help employees feel more secure in their jobs (Lambert et al., 2016). According to Lobburi et al. (2012), social support and organizational support can affect job satisfaction and job outcomes related to employee turnover intentions. This is because the purpose of social support is for individuals to help each other, and reduce uncertainty.

This study tries to identify emerging problems such as job dissatisfaction, organizational commitment, job stress, and psychological contract in employer-subordinate relationships, and social support. Therefore, to reduce employee turnover intention, especially salespeople, organizations must find variables that cause and influence employee turnover.

1.4. Research question

The research questions in this study are:

1. Is there a relationship between organizational commitment and turnover intention?

2. Is there a relationship between job stress and turnover intention?

3. Is there a relationship between job satisfaction and turnover intention?

4. Is there a relationship between social support and turnover intention?

5. Is there a relationship between job satisfaction and turnover intention with social support as a moderating variable?

6. Is there a relationship between psychological contract and turnover intention?

7. Is there a relationship between psychological contracts and job satisfaction?

8. Is there a relationship between psychological contract and turnover intention with job satisfaction as a mediating variable?

1.5. Research Objectives

The objectives of this research are:

1. To measure the relationship between organizational commitment and turnover intention.

2. To measure the relationship between job stress and turnover intention.

3. To measure the relationship between job satisfaction and turnover intention.

4. To measure the relationship between social support and turnover intention.

5. To measure the relationship between job satisfaction and turnover intention with social support as a moderating variable.

6. To measure the relationship between psychological contract and turnover intention.

7. To measure the relationship between psychological contracts and job satisfaction.

8. To measure the relationship between psychological contract and turnover intention with job satisfaction as a mediating variable.

1.6. Hypothesis

There are eight hypotheses that will be tested in this study:

H1　:　There is a significant relationship between organizational commitment and turnover intention

H2　:　There is a significant relationship between job stress and turnover intention

H3　:　There is a significant relationship between job satisfaction and turnover intention

H4　:　There is a significant relationship between social support and turnover intention

H5　:　There is a significant relationship between job satisfaction and turnover intention with social support as a moderating variable

H6　:　There is a significant relationship between psychological contract and turnover intention

H7　:　There is a significant relationship between psychological contract and job satisfaction

H8　:　There is a significant relationship between psychological contract and turnover intention with job satisfaction as a mediating variable.

1.7. Conceptual Framework

Turnover intention does not occur spontaneously without the things that prepare it. Many experts theoretically and have explained various factors that influence the desire of individuals to leave a job or organization. According to (Sianipar and Haryanti, 2014) the sources of employee turnover intensity that determine the possibility of employees actually leaving are low organizational commitment, work stress, and work. The psychological contract is also an important issue in conflict with turnover intention. Social support can also increase the likelihood that staff members are supportive of work (Lambert et al., 2016).

The theory that underlies this research can be seen in the conceptual framework (figure 1.4). The justification for the selection of theories that underlie this study is based on the rationale that these theories are relevant to the problem of this study because all these theories have a direct relationship with employee turnover intention.

Side beds theory is a theory developed by Becker (1960), which explains that organizational commitment is a phenomenon that occurs because it is determined by commitment behavior that has been formed previously. Commitment is mainly related to a process by which individuals associate themselves with the organization and focus on their attachment to their actions rather than their attachment to the organization. Becker states that a person invests something in his organization or work (placing side bets) by risking something he deems valuable. The bigger the side bets, the greater the commitment to the organization or job. Individual commitment in the organization results in side bets and hinders different activities in the future. Becker explains that

people have no other choice but to sacrifice some of the benefits they have had so far, even though that person may not necessarily have the same opportunities elsewhere.

According to Becker (1960), the concept of commitment is used to describe consistent behavior, where the facts show that people act in ways that are "consistent with the path of activity". Consistent activity paths can be used to explain employee career consistency. An employee will not change his job or career if he has determined his job or career in a certain field, even though his position or economic condition allows him to change his career or job. Until finally the employee is committed to his work.

Contrary to the concept of commitment, an employee will have the desire to change jobs if they experience work pressure or work stress. Cox (1978) describes three theoretical approaches to studying job stress, namely a stimulus-based approach, a response-based approach, and a psychological approach (Cooper et al., 2001). The stimulus-based approach conceptualizes job stress as a stimulus, cause of tension, and characteristics of an unpleasant or harmful work environment. In contrast, the response-based approach defines stress in terms of the general physiological effects of various aversive or noxious stimuli and in response to a threatening environment. Both approaches are conceptually rooted in stimulus-response (SR).

The psychological approach or transactional approach is more contemporary and conceptualizes job stress in terms of the dynamic interactions between individuals and their work environment. Stress with a transactional approach focuses on emotional responses and cognitive processes based on human interactions with the environment

(Jovanovi et al., 2006). Lazarus and Folkman (1984) state that stress is the relationship between individuals and their environment that is judged by a person as a demand or inability to deal with situations that are dangerous or threaten health. When the situation provides a stimulus, the individual will make judgments and deal with them. This stress process begins with work-related antecedent factors, then the cognitive-perceptual processes involved and the emotional experience of stress, then considers, and the last is the relationship with health based on the experience. If the interaction between individuals and their environment is not harmonious, it can cause employees to feel uncomfortable at work, so employees feel like leaving the company.
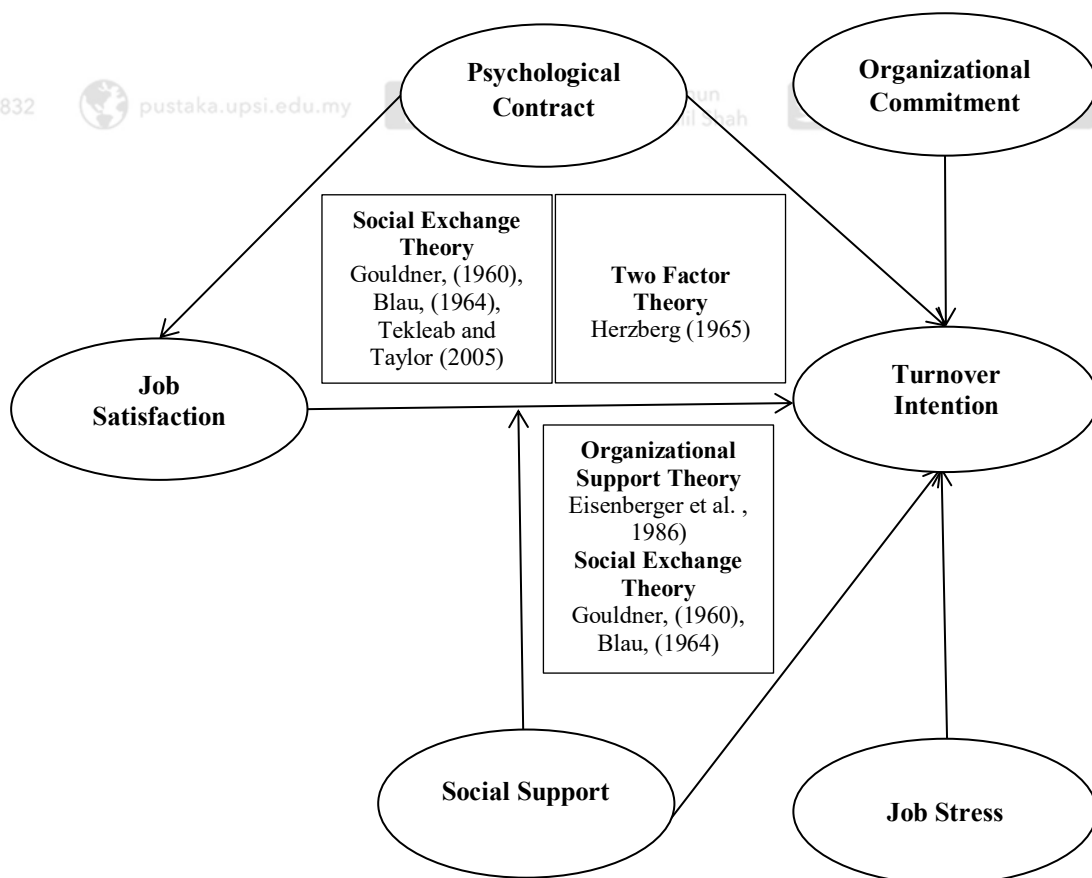

Figure 1.4. Conceptual Framework

The emergence of turnover intention in employees in a company is also closely related to employee satisfaction and dissatisfaction with work. The initial turnover intentions process begins with the emergence of job dissatisfaction among employees. Dissatisfaction with the job will later lead to an intensity of turnover that begins with thinking about quitting work, then having the intention to look for another job and actually intending to leave the company. Robbins and Hakim (2013) further explain that employees who are dissatisfied with co-workers or dissatisfied with supervision at work usually become uncomfortable at work and eventually think of quitting work. If the employee is satisfied, then he feels his needs have been accommodated by the company. If employee needs are met, employees will not think about leaving the company.

According to the two-factor theory developed by Herzberg in 1965, job satisfaction can be explained by the two-factor theory, which states that job satisfaction and dissatisfaction are included in two different sets of variables, which are called intrinsic motivational factors and extrinsic hygiene factors. Job satisfaction arises from factors that are intrinsic, namely achievement, recognition of responsibility, the work itself, and self-control. Meanwhile, job dissatisfaction arises from extrinsic factors, namely salary, company policies, job security, relationships with coworkers, relationships with superiors, and working conditions. These two factors also have different impacts, intrinsic job satisfaction is considered capable of motivating employees to work, while extrinsic job dissatisfaction is considered capable of providing stability and comfort at work.

The loss of hygiene factors can cause dissatisfaction which causes the level of absenteeism and employee turnover to increase. Extrinsic factors need to get attention from the leadership so that the satisfaction and excitement of working subordinates can be increased. According to Herzberg, the factors causing job satisfaction are different from the factors causing job dissatisfaction. Therefore, if the leader tries to eliminate the factors that cause job dissatisfaction, if these factors are met, then an employee will not be satisfied with his job, but the employee will be motivated to carry out his work. So to motivate an employee, Herzberg suggests emphasizing motivators.

Job satisfaction contained in the job will drive a strong level of motivation, which can result in good job performance. This motivational factor relates to appreciation or recognition from superiors to employees that are directly related to work. Recognition is a need that everyone wants to achieve. Gibson (2008) concluded that the absence of recognition from the organization is the main cause of employees intending to leave the organization. Recognition given to employees for their work can be obtained through psychological contracts. According to De Vos (2002), a psychological contract includes a working relationship, whether that is done by the company to the employee or the employee to the company. One of the promises the organization promises to employees in this regard is to offer possibilities for development and promotion within the organization, such as the possibility for development, being appointed as permanent employees, and promotion opportunities.

The psychological contract is also an important issue in relation to job satisfaction and turnover intention. Psychological contract fulfillment proved to be a significant predictor of employee turnover intention. If the leadership of the

organization establishes good relations with employees on the basis of mutual respect, trust, and obligation, then employee turnover can be reduced. The theory that underlies this research is the Social Exchange Theory. Social exchange theory is the relationship of an individual with other individuals, the relationship can be seen from the awards they get and the sacrifices they make (West & Turner, 2008). Social exchange theory has developed into one of the main conceptual paradigms used to explain behavior in the workplace (Cropanzano and Mitchell, 2005). The fulfillment of social exchange will depend on the level of trust between the two parties because social exchange cannot be enforced without a binding contract. In addition, the social exchange also involves an unspecified reciprocal relationship (Blau, 1964). The norm of reciprocity is at the core of social exchange theory, which requires individuals to respond positively to the treatment they receive from others (Gouldner, 1960; Blau, 1964). Social exchange theory gives rise to the psychological contract (Cullinane and Dundon, 2006).

In the social exchange theory presented by Blau, the relationship between employees and companies is built based on social exchange theory. Employees who perceive psychological contract violations by these parties, employees will respond with negative behavior that can cause losses to the company. One of the negative attitudes and behaviors at work related to psychological contracts is the intention to leave or the intention to stop working.

Social exchange theory explains that the parties in an exchange relationship provide benefits to each other in the form of tangible benefits such as money or intangible benefits such as social support (Suazo et al. 2005). When the psychological contract is not fulfilled, employees believe that there is a difference between what is

promised and what the organization delivers (Rosseau, 1995; Morrison and Robinson, 1997). The difference is an imbalance in the exchange relationship between employees and superiors. Then in order to restore the balance of the exchange relationship, employees tend to contribute less to the organization in terms of performance (Turnley and Feldman, 1999). If at this stage of imbalance prevention is not carried out, then at the next stage employees will look for new job alternatives that can pave the way for actual employee turnover.

The more fulfilled the psychological contract, employees creates a positive perception that causes them to be happy and proud to be part of the organization it can reduce the intention to leave. Zhao et al. (2007) stated that according to social exchange theory when an organization fulfills or violates a psychological contract, employees can respond appropriately. The fulfillment of the psychological contract can be seen in the level of job satisfaction felt by employees so that employees remain committed to not leaving the organization. When employees feel that their psychological contract is fulfilled, the level of perceived job satisfaction is higher and also causes employees to remain committed to the organization that employs them (Deepthi & Baral, 2013).

Psychological contracts that are not fulfilled can increase turnover intention through job satisfaction variables (Duan et al., 2019). Work attitudes such as job satisfaction mediate the impact of psychological contracts and turnover intention (Hartmann & Rutherford, 2015). Psychological contracts emerged as a tool to measure employee intention to leave the organization, which is mediated by job satisfaction (Behery et al., 2016). Job satisfaction significantly mediates the effect of the relationship between psychological contracts and turnover intention (Blomme et al.,

2010). Job satisfaction has a role as a mediating variable in the relationship between psychological contracts and turnover intention (Xie et al., 2015).

Social support can increase the likelihood that staff members are job-bound (Lambert et al., 2016). The results of research conducted by Lobburi (2012) state that social support has a significant negative impact on employees' desire to quit their jobs. If employees do not get support from superiors, co-workers, or from family, then the possibility of employees leaving work is getting stronger. If in the work environment a person has strong social relations with friends, then there is a tendency for that person to show a low intention to quit. In accordance with Organizational Support Theory (OST) that employees form a general perception of the extent to which organizations value employee contributions and care about employee welfare. Employees carry out voluntary social exchanges with the company and try to ensure that social relations with the company are maintained which in turn can reduce turnover intention.

Organizational support theory (OST) states that perceived organizational support will increase employee obligations to assist the organization in achieving its goals. Employees also believe that their increased performance will be rewarded. Outcomes of perceived organizational support behaviors include increased role and extra-role performance, and decreased absenteeism and turnover (Eisenberger et al., 1986). When organizations provide resources to employees voluntarily, employees will see assistance as truly valued and respected by the organization (Cotterell et al., 1992). Based on this principle, organizational support felt by employees will be more effectively enhanced if employees see rewards provided by the organization and

favorable working conditions such as salary, promotions, job enrichment, and organizational policies as organizational voluntary behavior (Eisenberger et al., 1986)

Social support is also important in increasing job satisfaction because perceived support by employees will result in higher levels of job satisfaction for employees (Colquitt et al., 2013), and social support can increase the likelihood that staff members are supportive on the job (Lambert et al., 2016). This thinking is also supported by the findings of Pienaar et al., (2007) that job satisfaction has a very significant influence on intention to quit, and social support provides an important reinforcement in the effect of job satisfaction on intention to quit.

1.8. Operasional Definition

The operational definition in this study consists of a Conceptual Definition and an Operational Definition of each variable.

1.8.1   Conceptual Definition of Turnover Intention

Turnover intention is an attitude that can have an impact on the desire to quit or leave the current organization (Glissmeyer et al., 2008; Yücel, 2012). According to Bigliardi et al., (2005), the intention to leave a job can be sourced from thoughts of leaving the organization or the work that is being done. Turnover intention is described as a person's

preference to leave the organization and look for different job opportunities (Certo, 2003)

Turnover intention is the desire of an employee to leave the membership of an organization to find work elsewhere, where this desire has not been realized in the definite action of leaving the organization where the employee works.

1.8.2 Operational Definition of Turnover Intention

Turnover intention is operationally defined as the respondent's intention to quit their job. The turnover intention instrument was adopted from (Khatri et al., 2001). A total of three items were prepared and then presented to respondents in the form of questions that required respondents to answer agree/disagree depending on the conditions which are calculated in the response with five scales on the Likert Scale (1 = strongly disagree, 5 = strongly agree). Higher scores indicate a higher level of turnover intention.

1.8.3 Conceptual Definition of Organizational Commitment

Allen and Meyer (1990) define organizational commitment as a psychological state that (a) characterizes the employee's relationship with the organization, and (b) affects whether or not one decide to remain a member of the group (Yücel, 2012). Furthermore, organizational commitment is also seen as an employee's understanding and

involvement in the organization, alignment of goals, and the desire of employees to remain members of the organization (Meyer and Allen, 1997; Yang, 2012).

Organizational commitment is a condition where an employee has a psychological attachment to an organization and has a desire to maintain membership in the organization.

1.8.4   Operational Definition of Organizational Commitment

Organizational commitment is operationally defined as a measure of organizational commitment which consists of three dimensions (affective commitment, continuity commitment, and normative commitment). Item adapted from (Allen and Meyer, 1990; Yücel, 2012). A total of twelve items prepared to then be presented to the respondents in the form of questions that require respondents to answer agree/disagree depending on the conditions which are calculated in the response with five scales on the Likert Scale (1 = "strongly disagree" to 5 = "strongly agree"). Higher scores indicate a higher level of organizational commitment.

1.8.5   Conceptual Definition of Job Stress

Job stress is a negative psychological state resulting from interactions between workers and other work environments. (Sager, 1991; Yozgat et al., 2013) states that the definition of job stress can mean the psychological condition that exists in a person

when faced with demands, constraints, and opportunities that are considered very important but do not have definite results. Job stress is psychological pressure that leads to work-related violence, tension, anxiety, frustration, and worries (Misis et al., 2013). The definition of job stress can be interpreted as the response obtained when individuals are faced with demands and pressures from work that are considered above the limits of their abilities and knowledge and which challenge them to overcome them beyond their capabilities (Chih Chen, 2016).

Job stress is a psychological condition that affects the emotions, thought processes, and conditions of an employee when faced with work demands and pressures that are considered to exceed the limits of their abilities and knowledge.

1.8.6 Operational Definition of Job Stress

Job stress is operationally measured using a questionnaire developed by (Parker and Decotiis, 1983; Chih Chen, 2016). Respondents were asked to rate how much they agreed or disagree with a statement using a Likert scale with five possible responses (1 = "strongly disagree" to 5 = "strongly agree"). Higher scores indicate a higher level of job stress.

1.8.7 Conceptual Definition of Job Satisfaction

Job satisfaction refers to the definition of the evaluation that a person gives about the context at work and the job itself. Furthermore, this can also be interpreted as a positive or negative assessment of a person on both intrinsic and extrinsic aspects of his work (Spector, 1997; Yücel, 2012). Robbins and Judge (2013) provides a definition that job satisfaction is related to the general attitude to one's job related to the difference in the wages that people receive with what is believed to be the wages they should receive. Some aspects that can affect job satisfaction include co-workers, benefits, wages, commissions, work environment, policies and procedures that apply within the company (Spector, 1985).

Job satisfaction refers to an employee's positive attitude regarding his or her work in a company, as it relates to work conditions, coworker cooperation, work awards, and other factors related to physical and psychological.

1.8.8 Operational Definition of Job Satisfaction

Job Satisfaction is operationally described as a rating received from the Job Satisfaction Survey (JSS). The JSS tool includes 36 gadgets tailored from Spector (1985), along with 9 aspects, specifically Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance-primarily based totally rewards), Operating Procedures (required regulations and procedures), Coworkers, Nature of Work, and Communication. Respondents have been requested to suggest the quantity to which

they agree/disagree alongside a five-factor Likert reaction scale (1 = "strongly disagree" to 5 = "strongly agree"). Higher scores indicate a higher level of job satisfaction.

1.8.9 Conceptual Definition of Social Support

Social support refers to the existence of connections in the network which occur between other individuals who can provide help and support to someone else (Lambert et al., 2016). A social guide is a treasured aid because it affords mental guide, assistance, valued back, and motivation for employees. Social guide structures can allow innovation, that may cause quicker answers to troubles withinside the workplace, permitting works to be greater effective and enjoyable. Conversely, a loss of social guide may be visible as a shape of depletion of employee resources, decreasing fantastic works outcomes (Lambert et al., 2016).

Social support is an interpersonal relationship that contains the provision of assistance involving aspects of information, attention, emotion, assessment, and instrumental assistance obtained by employees through interaction with the environment, so that it can help employees in overcoming the problem, and enabling them to carry out their work more effectively.

1.8.10 Operational Definition of Social Support

Social support is operationally measured using a questionnaire developed by (Lambert et al., 2016). Four styles of the guide have been measured, specifically: administrative guide, supervisory guide, co-employee guide, and own circle of relatives and pal guide. Respondents have been requested to suggest the quantity to which they agree/disagree alongside a five-factor Likert reaction scale (1 = "strongly disagree" to 5 = "strongly agree"). Higher scores indicate a higher level of social support.

1.8.11 Conceptual Definition of Psychological Contract

The psychological contract underlies the belief in reciprocal obligations between employees and employers (Guillermo and Rousseau, 2004). Psychological contracts refer to unwritten promises that employees believe have been made by employers regarding training, promotions, or other important work-related factors that do not specifically recognize informal contracts (Rousseau, 1995).

Psychological contracts are employee beliefs about organizational obligations that must be fulfilled and given to employees, and perceptions of employees' obligations to the organization.

1.8.12 Operational Definition of Psychological Contract

The psychological contract refers to the belief system of the individual - the employer to enter into an exchange agreement. The psychological contract instrument was adapted from (Rousseau et al., 2004; Dwiyanti et al., 2018). Psychological contracts are expressed using a scale consisting of three forms of psychological contracts: Transactional, Relational, and Balanced. A total of 28 (twenty-eight) items was prepared to then be presented to the respondents in the form of questions that require respondents to answer agree/disagree depending on the conditions which are calculated in the response with five scales on the Likert Scale (1 = "strongly disagree" to 5 = "strongly agree"). Higher scores indicate a higher level of the psychological contract.

1.9. Study Limitation

Many factors affect turnover intention, but in this study, the researcher was not able to examine all the factors that influence turnover intention. This study limits the antecedents of turnover intention, namely organizational commitment, job stress, job satisfaction, psychological contracts, and organizational support.

Researchers also limit the sample and location of this study. The sample in this study is salespeople in retail companies because research on employees in business and retail companies, especially sales clerks is still very limited and has not been studied much even though the turnover rate of salespeople is quite high. While the location of this research is the business and retail companies MORO and DEPO PELITA in the

Purwokerto area, Central Java, Indonesia. This location was chosen because the business & retail companies MORO and DEPO PELITA are quite large retail companies located in a small town in the western part of Central Java.

1.10. Importance of Research

For retail businesses, salespeople play an important role in the progress of the company's business. Efforts to retain salespeople have become an important issue in many service companies. The results of this study are expected to provide information about factors from within the salesperson that can affect turnover intentions, including job satisfaction, commitment to the organization, and job stress, as well as factors outside the salesperson, including psychological contracts and social support.

Knowing the factors that can affect employee turnover intentions will make it easier for organizations to make work-related policies that benefit both employees and the organization. This research is also useful for organizations in order to reduce the turnover rate of employees. This research is expected as one of the considerations in order to reduce employee turnover by increasing organizational commitment, job satisfaction, and reducing the level of work stress experienced by employees. Strengthening the psychological contract and social support felt by employees is also very important for organizations so that there is no desire from employees to leave the company.

The results of this study are also expected to be useful for increasing knowledge and understanding of theories about human resource development, especially regarding the relationship between organizational commitment, job stress, job satisfaction, psychological contracts, and organizational support with employee turnover intentions. In addition, this research is expected to be able to complement the results of previous research, so that it can be used as a reference for further research in the field of developing psychology, especially industrial psychology or psychology studies in general.

1.11 Conclusion

In today's highly competitive era of globalization, the modern retail business is a very promising business opportunity. Retail is a type of product marketing, including all activities that involve the sale of goods directly to end-users for personal and non-commercial reasons. The quality and performance of human resources are inseparable for retail companies to succeed in fierce pressure and competition. For retail businesses, salespeople play an important role in the progress of the company's business. Efforts to retain salespeople have become an important issue in many service companies. Salespeople as human resources are seen as important company assets because they can affect the efficiency and effectiveness of the organization.

But in reality, companies are often faced with employee behavior that is considered detrimental to the company and interferes with the company's performance

either directly or indirectly. One of the employee's behaviors is the desire to leave his job, which can lead to an employee's decision to leave his job (turnover).

Several factors from within employees can influence turnover intentions, including job satisfaction, commitment to the organization, and job stress, as well as factors outside of employees, including psychological contracts and social support. Commitment is seen as an emotional or emotional attachment to the organization. This way individuals firmly identify with, participate in, and enjoy membership in the organization. The relationship between turnover intention and employee job stress is that there is a high turnover intention if the employee's job stress is also high. Job stress can be harmful over time, leading to increased intention to change jobs.

Organizational sustainability depends on employee job satisfaction. The chance of leaving their organization can happen when the employees are unsatisfied with their organizations. Social support is also one of the factors of intention to quit. The support that employees get from their superiors, co-workers, and family directly or indirectly can make employees feel recognized and have a positive impact on employees who receive the support. The stronger the social support felt by employees, the lower the employee's desire to leave the organization. A positive support experience can lead to higher job satisfaction. Social support can increase the likelihood of staff being restricted by work.

When the demand in the work area is very high, social support in the workplace is needed. Social support in the workplace can be provided through flexible working hours/times, colleagues who are willing to share tasks and responsibilities, and the

willingness of supervisors to provide guidance and moral support. When a person experiences a high-pressure work field and it is difficult to complete his or her role in the family field, the intention of conversion occurs. In addition, social support from work supervisors can reduce perceived conflicts. Job satisfaction is the most important predictor of turnover intention, and university support plays an important role in adjusting the influence of strong roles on turnover intention.

In addition, to help the improvement of leaders employees relationship, the psychological contract needed with the consequences will increase productivity and success. When employees believe that there has been a psychological contract violation, it will affect the emergence of negative reactions, such as low levels of performance, low job satisfaction, and cause an intention to leave the organization. A fulfilled psychological contract can reduce the uncertainty felt by employees so that they feel satisfied working in the organization and will voluntarily contribute to the organization until the end of their career.

Employees will experience increased job satisfaction, commitment, and loyalty if their psychological contract is positive. If, on the other hand, the organization fails to fulfill the psychological contract, it will face a number of issues, including job dissatisfaction. Perception of the psychological contract gap was not significantly correlated with dissatisfaction. Meanwhile, dissatisfaction with the psychological contract affects the strength of turnover intentions.

When employees believe that there has been a psychological contract violation, it will affect the emergence of negative reactions, such as low levels of performance,

low job satisfaction, and cause an intention to leave the organization. Conversely, the success of the organization in fulfilling the psychological contract of employees can lead to employee engagement and satisfaction with the organization so that employees do not have the intention to quit their jobs.

The objectives of this research are: 1) to measure the relationship between organizational commitment and turnover intention, 2) to measure the relationship between job stress and turnover intention, 3) to measure the relationship between job satisfaction and turnover intention, 4) to measure the relationship between social support and turnover intention, 5) to measure the relationship between job satisfaction and turnover intention with social support as a moderating variable, 6) to measure the relationship between psychological contract and turnover intention, 7) to measure the relationship between psychological contracts with job satisfaction, 8) to measure the relationship between psychological contract and turnover intention with job satisfaction as a mediating variable.

The outcomes of this observation also are anticipated to be beneficial for growing expertise and know-how of theories approximately human aid development, especially concerning the connection among organizational commitment, task stress, task delight, mental contracts, and organizational help with worker turnover intentions. In addition, this study is anticipated with a purpose to supplement the effects of preceding studies, in order that it is able to be used as a reference for in addition studies withinside the subject of growing psychology, especially business psychology or psychology research in preferred.

This study makes use of five theoretical approaches, specifically the Theory of Reasoned Action, Theory of Planned Behavior, Social Exchange Theory, Hygiene-Motivation Theory, Organizational Support Theory. The idea of reasoned movement relates beliefs, attitudes, intentions, and conduct. Will is the pleasant predictor of conduct, which means that in case you need to recognize what a person will do, the pleasant manner is to recognize that person's will. Theory of Planned Behavior, the imperative element of character conduct is that the conduct is encouraged via way of means of the character's aim to the precise conduct. Intention to act is encouraged via way of means of three components, specifically (1) attitudes, (2) subjective norms, and (3) perceptions of behavioral control. The social alternate idea, at its core, is a reciprocal norm that calls for people to reply undoubtedly to the remedy acquired from others.

The idea of elements is split into, the primary is Hygiene Factors. Hygiene elements are vital to works elements for motivation withinside the workplace. This element does now no longer result in tremendous delight withinside the lengthy-term. But if those elements are not present, then dissatisfaction arises. The second is Motivation Factors should produce tremendous delight. The elements which might be inherent withinside the task and encourage personnel to advanced overall performance are known as delight elements. According to organizational help idea, personnel increase a preferred notion of the volume to which groups cost their contributions and care approximately their well-being.