



THESIS JOURNAL
THE EFFECT OF ORGANIZATIONAL CULTURE, PSYCHOLOGICAL CONTRACTS, AND JOB INSECURITY ON BURNOUTS AND TURN OVER INTENTION IN MILLENIAL WORKERS IN CV. MAPAN JAYA SURABAYA

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Abstract

Mie Mapan is a restaurant chain that has been established since 1992, Mie Mapan has now succeeded in becoming the NO.1 MIE IN SURABAYA. By maintaining ancient recipes and using quality ingredients, Mie Mapan will continue to maintain the taste of its products. Currently Mapan Has 11 branch outlets and employs approximately 300 employees. The general objective of this study is to contribute ideas in order to reduce the problem of turn over intention in CV.Mapanjaya's mileinial workforce in terms of corporate culture variables, psychological contracts, Job Insecurity and Burnout.

The results of this study indicate that the organizational culture variable has a standardized regression coefficient of 0.052 and a probability of 0.612 on burnout, as well as a regression coefficient of 0.015 and a probability of turnover intention. This shows that organizational culture has an influence on Burnout and Turnover Intention. The Psychological Contract variable has a regression coefficient value of -0.123 with a probability of 0.222 of burnout and a regression coefficient value of -231 with a probability of 0.022. This shows that the psychological contract has no effect on burnout and turnover intention. The Psychological Job Insecurity variable has a regression coefficient value of -0.059 with a probability of 0.515 to burnout and a regression coefficient value of -, 011 with a probability of 0.891.

Keyword: Organizational Culture, Psychological Contracts, Job Incecurity, Burnout, Turn over Intention

I. Introduction

The millennial generation has different characteristics from previous generations. according to Gallup (2016) in the thematic gender statistics book: the profile of the Indonesian millennial generation which states that millennials at work have far different characteristics compared to previous generations,

The millennial generation has active and creative characteristics. The characteristics of the creative millennial generation are their selective

factors in choosing jobs, the millennial generation will choose jobs that are attractive and get good results or have

career development opportunities. if the millennial workforce feels uncomfortable or feels not developing in their jobs, they tend to easily decide to leave their jobs. There are many ways that can be done to overcome high Turn Over Intention in mileinaal employees, among others, namely by adjusting the existing organizational culture to the characteristics of the millennial workforce, in addition to building good psychological contracts and reducing Job Insecurity for mileanial employees.

Organizational Culture at CV. Mapan has been formed since the beginning the company was pioneered by Mr. Jang Hwa Hang and Mrs. Tieng Yek Sin

in the 1990s. Currently CV. Mapan is under the responsibility of the second generation (the children of Mr. Jang Hwa Hang and Mrs. Tieng Yek Sin) where currently Mie Mapan already has 14 outlets and 3 central kitchens with a workforce of approximately 400 people. The rapid development of established businesses cannot be separated from the philosophy of Mr. Jang Hwa Hang and Mrs. Tieng Yek Sin regarding the values of Honesty, Integrity, Hard Work, Visionary Thinking and the principle of seeking prosperity without forgetting social values. This philosophy strengthens the Mapan company culture which is still thick with Chinese culture in which the Mapan Company prioritizes family traditions and trust in relationships in achieving mutual prosperity.

This builds a psychological contract for millennial workers. As is known, Millennials don't want a rigid one-way relationship. The term is no longer a boss or boss, but a coach where the Coach is expected to be able to help millennials develop themselves, both as part of an organization and as an individual. From this relationship, millennials want access to communication, more effective and concise coordination, as well as providing direct feedback to their superiors or colleagues at work. The process of creating good human relations between subordinates and superiors can be done by applying a psychological contract.

As it is known that the ideal organizational culture is an organizational culture that has values (both formal and informal) that are shared and positively influences the behavior and performance of leaders and members of the organization so that it is healthy in facing external and internal organizational challenges. currently CV. Mapan jaya is in a transition period, role conflicts often increase Job Insecurity in individual employees. Generally, this problem often arises in employees who work in large companies or companies that are developing from the old way to a more modern way where the company does not have a clear structure. The result of this situation is causing dissatisfaction, tension, decreased work performance, and leaving employees by their own will.

So that in this study, Researchers are interested in describing the research with the title: "The Influence of Organizational Culture, Psychological Contracts and Job Insecurity on Burnout and Turn over Intention in Millennial Workers at CV. Mapan Jaya Surabaya "

Formulation Of The Problem

The objectives to be achieved in this study are as follows:

1. To analyze the influence of corporate culture on Burnout on employees of CV. Mapan Jaya Surabaya
2. To analyze the influence of corporate culture on Turn Over Intention on employees of CV. Mapan Jaya Surabaya
3. To analyze the effect of psychological contracts on Burnout on employees of CV. Mapan Jaya Surabaya
4. To analyze the effect of psychological contracts on Turn Over Intention on employees of CV. Mapan Jaya Surabaya
5. To analyze the effect of job insecurity on Burnout on employees of CV. Mapan Jaya Surabaya
6. To analyze the effect of Job Insecurity on Turn Over Intention on employees of CV. Mapan Jaya Surabaya
7. To analyze the effect of Burnout on Turn Over Intention on employees of CV. Mapan Jaya Surabaya

II. Literature Review

Organizational culture

according to Sutrisno (2010; 2) organizational culture is defined as a system of values, beliefs, assumptions, or norms that have long been valid, agreed upon and followed by members. an organization as a code of conduct and solving organizational problems. Organizational culture is also referred to as corporate culture, namely a set of values or norms that have been in effect for a relatively long time, shared by the

organizational members (employees) as the norm of behavior in solving organizational problems (company).

Psychological Contract

Rousseau (1995: 9) defines a psychological contract as the trust that is believed by employees related to the labor relationship agreement between the employee and the company. The psychological contractual aspect refers to beliefs about an employee's promises to the organization and the things the organization promises its employees. These aspects of the psychological contract broadly refer to employees' perceptions of the contributions they make to organizational agents. In addition, psychological contracts refer to beliefs about the promises the organization makes to its employees for their contributions to the organization. Employees' contribution consists of making maximum efforts, providing skills and knowledge, providing quality work and being flexible. Neither does the reciprocity promised by the organization, such as wages,

Job Insecurity

According to Smithson and Lewis in Novita (2013), this means job insecurity, namely the psychological condition of a person (employee) who shows a feeling of confusion or insecurity due to changing environmental conditions. *Job Insecurity* is a situation where the workforce feels insecure about their work and is related to their helplessness in facing changing environmental conditions.

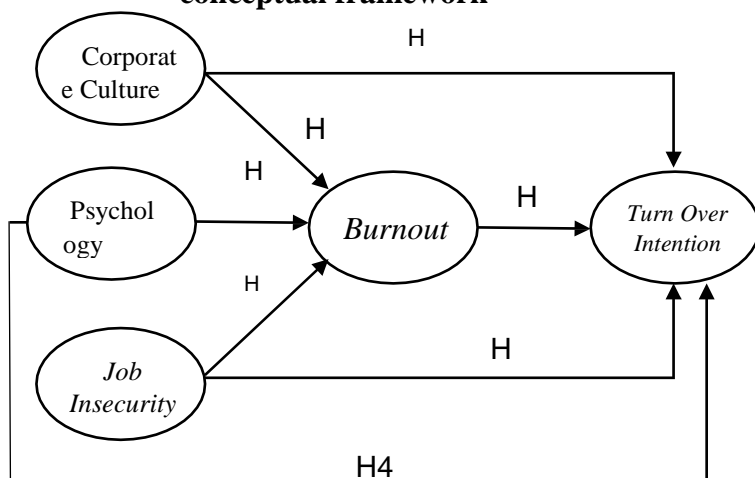
Burnout

Leatz and Stolar in Novita (2013), burnout is physical, mental, and emotional exhaustion because the stress experienced lasts for a long time with situations that require high emotional involvement and high standards of personal success.

Turnover Intention

According to Robbins and Judge (2009: 38), turnover is an act of permanent resignation by employees either voluntarily or not voluntarily. Turnover can be in the form of resignation, transfer outside the organizational unit, dismissal or death of an organization member.

Conceptual Framework and Research Hypotheses Figure 1.1 conceptual framework



III. Research methods

The type of data used in this study is quantitative data (in the form of respondents' opinions obtained by distributing questionnaires) so that it can be processed using statistics, in this study the data source uses primary and secondary data, for data processing techniques using SEM applications with the AMOS program. the population is all employees who work at CV. Mapan Jaya Surabaya. The division of labor which is divided by CV. Mapan Jaya is 338 workers who work in outlets, 48 workers who work in the Head Office and 42 people who work in the Central Kitchen. Sampling in this study using nonprobability sampling with purposive sampling method. In this study, the sample is employees who have the following criteria:

1. Employees of CV. Mapan Jaya
2. CV Mapan Jaya employees who work at the Outlet
3. Outlet employees of CV. Mapan Jaya who has an age between 18-30 years
4. CV Mapan Jaya Outlet employees who have aged between 18-30 years and have worked for more than 1 year

Table 1.1
Sampling Technique with purposive sampling

Sample Criteria	total
Number of employees of CV Mapan Jaya	428
Reduction of Sample Criteria 1: Employees of CV. Mapan Jaya who works in outlets	338
Reduction of Sample Criterion 2: Intermediate age employees 18-30 years	203
Reduction of Sample Criterion 3: CV Mapan Jaya Outlet employees who have ages between 18-30 years and have worked for more than 1 year	156

So that in this study the sample of respondents in this study were 164 labor person at CV. Mapan Jaya. Research Results and Discussion Data Analysis

IV. Result And Discussion

a. Validity test

From the results above, it can be seen that the significant value of all questions is smaller than the predetermined significant value of 0.05. Thus it can be concluded that every statement contained in the questionnaire can be understood and approved by the respondent, or it can be said that the data obtained is valid.

b. Reliability Test

From the results of the SPSS calculation, it can be seen that each variable gives a Cronbach alpha value above 0.600. Cronbach's alpha value is clearly above the minimum limit of 0.60, so it can be concluded that the measurement scale of the dimensions of Organizational Culture (X1), Contract

Psychology (X2), Job Insecurity (X3), Burnout (Z), and Turnover Intention (Y) have good reliability.

c. Normality test

Based on table 5.14, it is known that the data is normally distributed. This is because the "CR" value is below ± 2.58 . All variables produce values below ± 2.58 so that all data are normal.

goodness of fit test

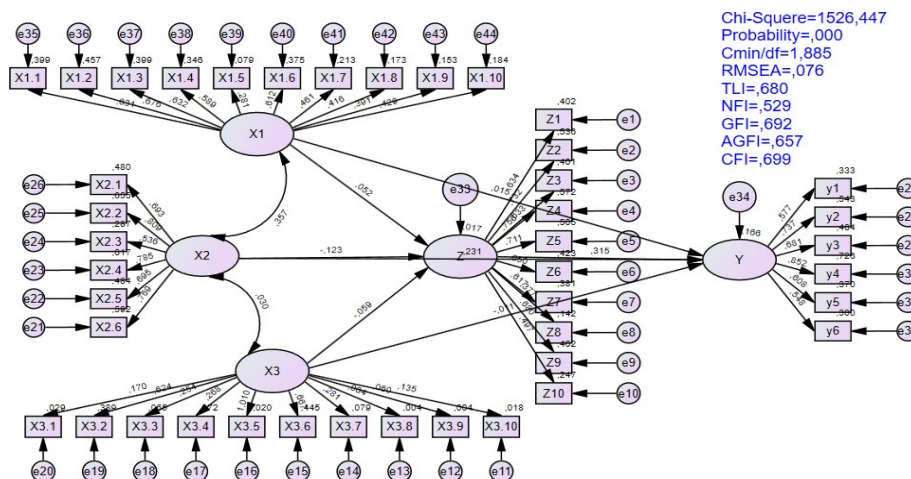
The results of the suitability of the model (goodness of fit test) are used to see whether the model developed is in accordance with the available data.

Table 1.2
Sampling Techniques with

Indicator	Cut of value	Estimate	Information
Chi-square	≥ 0.05	1526,447	<i>Fit</i>
Significance (P)	≥ 0.05	0.000	Unwell
CMIN / df	≤ 2.00	1,885	<i>Fit</i>
RMSEA	≤ 0.08	0.76	<i>Fit</i>
TLI	≥ 0.95	0.680	Unwell
NFI	≥ 0.90	0.529	<i>Unwell</i>
GFI	≥ 0.90	0.692	<i>Unwell</i>
AGFI	≥ 0.90	0.657	Unwell
CFI	≥ 0.95	0.699	Unwell

The calculation results show 3 criteria for the fit of the model that provide the Fit index. Therefore it can be concluded that this model can be said to be good. Overall, it can be concluded that the structural model has been able to produce the expected level of predictions.

Figure 1.2
Overall Model



Chi-Square=1526,447
Probability=.000
Cmin/df=1,885
RMSEA=.076
TLI=.680
NFI=.529
GFI=.692
AGFI=.657
CFI=.699

Mediation Effect Analysis

Table 1.3
Standardized Regression Weight

Variable Relationships		Estimate	P
<i>Burnout</i>	<--- Organizational culture	0.052	0.612
<i>Burnout</i>	<--- Psychological Contract	-0.123	0.222
<i>Burnout</i>	<--- Job Insecurity	-0.059	0.515
<i>Turnover Intention</i>	<--- Organizational culture	0.015	0.881
<i>Turnover Intention</i>	<--- Psychological Contract	-0.231	0.022
<i>Turnover Intention</i>	<--- Job Insecurity	-0.011	0.891
<i>Turnover Intention</i>	<--- Burnout	0.315	0.002

According to the table above, it shows that the regression coefficient results show that the organizational culture variable has a standardized regression coefficient of 0.052 and a probability of 0.612 for burnout, as well as a regression coefficient value of 0.015 and a probability of turnover intention. This shows that organizational culture has a significant influence on Burnout and Turnover Intention.

The Psychological Contract variable has a regression coefficient value of -0.123 with a probability of 0.222 on burnout and a regression coefficient value.

-, 231 with a probability of 0.022. this matter

shows that psychological contracts have no significant effect on burnout and turnover intention. The Psychological Job Insecurity variable has a regression coefficient value of -0.059 with a probability of 0.515 to burnout and a regression coefficient value of -, 011 with a probability of 0.891. This shows that psychological contracts have no significant effect on Turnover Intention

While the Burnout variable has a regression coefficient value of 0.315 with a probability of 0.002 which indicates that the burnout variable has a significant effect on the turnover intention variable.

Analysis of the Coefficient of Determination (R2)

Table 1.4
Analysis of the coefficient of determination

Variable	Square Multiple Correlation (R2)	Information
<i>Burnout</i>	0.017	Contribution to the influence of Organizational Culture, Psychological Contracts and Job Insecurity against Burnout by 1.7 percent
<i>Turnover Intention</i>	0.166	Contribution to the influence of Organizational Culture, Psychological Contracts and Job Insecurity Intention turnover of 16.6 percent

**Table 1.5
Hypothesis
Testing**

			Estimate	SE	CR	P	Information
<i>Burnout</i>	<---	Culture Organization	, 074	, 145	, 507	, 612	Not Significant
<i>Burnout</i>	<---	Psychological Contract	-, 138	, 113	-1,222	, 222	Not significant
<i>Burnout</i>	<---	<i>Job Insecurity</i>	-, 323	, 496	-, 651	, 515	Not Significant
<i>Turnover Intention</i>	<---	Culture Organization	, 014	, 094	, 150	, 881	Not Significant
<i>Turnover Intention</i>	<---	Contract Psychological	-, 177	, 077	-2,295	<u>022</u>	Not Significant
<i>Turnover Intention</i>	<---	<i>Job Insecurity</i>	-, 041	, 298	-, 137	, 891	Not Significant
<i>Turnover Intention</i>	<---	<i>Burnout</i>	, 214	, 068	3,149	, 002	Significant

Discussion

Organizational Culture has no significant effect on Burnout

The results of hypothesis testing prove that Organizational Culture has no significant effect on Burnout in Millennial CV. Mapan Jaya. The parameter estimation of the causal relationship of the two variables is obtained at 0.074. The test shows insignificant results with a value of CR = 0.577 which does not meet the requirements > 1.96 with probability = 0.612 which does not meet the test requirements <0.05. Thus the hypothesis which states that Organizational Culture has a significant effect on Burnout in this study cannot be accepted (rejected).

This research is in accordance with research conducted by Mahdi Kheirandish (2016) on Melli Bank employees in the city of Tehran, which explains that the organizational culture dimension has a significant negative or inverse relationship to Burnout (r = -0.399 and p <0.01).

Organizational Culture has no significant effect on Turnover Intention

The results of hypothesis testing prove that Organizational Culture has no significant effect on Turnover Intention in Millennial CV.

Mapan Jaya.

The parameter estimation of the causal relationship of the two variables is obtained at -0.177.

The test shows insignificant results with a value of CR = -0.2295 does not meet the requirements > 1.96 with a probability = -0.22 which does not meet the test requirements <0.05. Thus the hypothesis which states that organizational culture has a significant effect on turnover intention in this study cannot be accepted (rejected).

This study is not in accordance with the research. Research conducted by Young-Ran Yeun (2016) on nurses in South Korea shows that the organizational culture of nurses has an effect on Turn Over Intention. The results of this study show innovative culture (r = 0.65, p <0.01), relational culture (r = 0.62, p <0.01), hierarchical culture (r = -0.28, p <0.01) in Turn Over Intention,

These findings explain that organizational culture is a factor that influences the values, beliefs, and behavior patterns of organizational members, thus forming positive and negative group behavior. Therefore, to suppress the intention of Turn Over Intention on the workforce, especially millennial

workforce, for managers to create an organizational culture that does not only focus on achievement but rather organizational culture.

a place where members of the organization can communicate and cooperate well with one another.

Psychological Contracts have no significant effect on Burnout

The results of hypothesis testing prove that Psychological Contracts have no significant effect on Burnout in Millennial CV. Mapan Jaya. The estimation parameter for the causal relationship of the two variables is obtained at -0.138. The test shows insignificant results with a value of CR = -1.222 does not meet the requirements

> 1.96 with probability = 0.222 which does not meet the test requirements <0.05. Thus the hypothesis which states that the Psychological Contract has a significant effect on Burnout in this study cannot be accepted (rejected).

This research is not in accordance with the research. In research conducted by Muhammad Ali (2019), the results of the standardized regression coefficient on the psychological contract variable on job burnout are 0.171, where the level of $t = 3.162$, $p < 0.05$. this shows that there is a positive relationship between bullying at work and violation of psychological contracts and that there is a positive relationship between violation of psychological contracts and Burnout.

Psychological Contract has no significant effect on Turnover Intention

The results of hypothesis testing prove that Psychological Contracts have no significant effect on Turnover Intention in Millennial CV. Mapan Jaya. The estimation parameter for the causal relationship of the two variables is obtained at -3.23. The test shows insignificant results with a value of CR = -0.651 does not meet the requirements > 1.96 with probability = -

, 891 who did not meet the test requirements <0.05. Thus, the hypothesis which states that Psychological Contracts has a significant effect on turnover intention in this study cannot be accepted (rejected).

This study is in accordance with the research conducted by Catur Widayati and Yolanda Yunia (2016) on employees at PT Hadico Persada with a business engaged in outsourcing located in Central Jakarta, showing that organizational culture has a negative and significant effect on turnover intention at PT Hadico Persada.

Job Insecurity Has no significant effect on Burnout

The results of hypothesis testing prove that Job Insecurity has no significant effect on Burnout in Millennial CV. Mapan Jaya. The estimation parameter of the causal relationship between the two variables is obtained at -3.23. The test shows insignificant results with a CR = -0.150 which does not meet the requirements > 1.96 with probability = -, 881 which does not meet the test requirements <0.05. Thus the hypothesis which states that Job Insecurity has a significant effect on Burnout in this study cannot be accepted (rejected).

This research is not in accordance with the research conducted in the research conducted by Muhammad Ali (2019) which in this study showed the results of the standardized regression coefficient on the psychological contract variable on job burnout of 0.171, where the level of $t = 3.162$, $p < 0.05$. this shows that there is a positive relationship between bullying at work and violation of psychological contracts and that there is a positive relationship between violation of psychological contracts and Burnout.

Job Insecurity Has insignificant effect on Turnover Intention

The results of hypothesis testing prove that Job Insecurity has no significant effect on Turnover Intention in Millennial CV. Mapan Jaya. The parameter estimation of the causal relationship of the two variables is obtained at -0.214. The test shows insignificant results with a value of CR = -0.137 no

qualify > 1.96 with probability = - , 515 who did not meet the test requirements <0.05. Thus the hypothesis that Job Insecurity has a significant effect on turnover intention in this study cannot be accepted (rejected).

This is not in accordance with the research conducted. In research conducted by Novita Dian Iva Prestiana and Trias Xandria Andari Putri (2013) on Honorary Teachers of Public Elementary Schools in South Bekasi, it shows that the job insecurity variable is proven to have a significant relationship with burnout.

Burnout Has a significant effect on turnover intention

The results of hypothesis testing prove that Burnout has no significant effect on Turnover Intention in Millennial CV. Mapan Jaya. The parameter estimation of the causal relationship of the two variables is obtained at 0.214. The test shows insignificant results with a value of CR = 3.149 which does not meet the requirements

> 1.96 with probability = -0.02 which does not meet the test requirements <0.05. Thus the hypothesis which states that Burnout has a significant effect on turnover intention in this study can be accepted as true.

This research is in accordance with the research conducted by showing Tofan Rizky Anggraita (2017) showing the results of the correlation using the Spearman rank analysis between the burnout variable and turnover intention, the correlation coefficient (r_{xy}) = 0.511 with sig = 0.00 ($p < 1$), which means that there is a significant positive relationship between Burnout and Turnover Intention. This means that the higher the Employee Burnout rate in a company, the higher the employee's desire to leave the company.

V. Conclusion

Based on the problem formulation, literature review, research results and discussion that have been described in previous chapters,

then the results of this study can be concluded as follows:

1. Organizational Culture has a Significant Effect on Burnout This research is in accordance with the research conducted by Mahdi Kheirandish (2016) on Melli Bank employees in the city of Tehran, which explains that the organizational culture dimension has a significant negative or inverse relationship to Burnout.
2. Organizational culture has no significant effect on turnover intention This study is not in accordance with the research conducted by Young-Ran Yeun (2016) on nurses in South Korea showing that nurse organizational culture has an effect on turnover intention.
3. Psychological Contracts have no significant effect on Burnout This research is not in accordance with the research. In research conducted by Muhammad Ali (2019) that there is a positive relationship between bullying in the workplace and violation of psychological contracts and that there is a positive relationship between violation of psychological contracts and Burnout.
4. Psychological Contracts have no significant effect on turnover intention. This research is in accordance with the research conducted by Catur Widayati and Yolanda Yunia (2016) on employees at PT Hadico Persada company with businesses engaged in outsourcing located in Central Jakarta, showing that organizational culture has a negative and significant effect on turnover. intention of PT Hadico Persada.
5. *Job Insecurity* Has no significant effect on Burnout This research is not in accordance with the research conducted in the research conducted by Muhammad Ali (2019) which shows that demonstrated that there is a positive relationship between workplace bullying and breach of contract

psychological and there is a positive relationship between psychological contract violation and Burnout.

6. *Job Insecurity* Has no significant effect on Turnover Intention This is not in accordance with the research conducted. In research conducted by Novita Dian Iva Prestiana and Trias Xandria Andari Putri (2013) on Honorary Teachers of Public Elementary Schools in South Bekasi, it shows that job insecurity variables are proven to have a significant relationship with burnout. .
7. *Burnout* This research has a significant effect on turnover intention. This research is in accordance with the research conducted by showing Tofan Rizky Anggraita (2017) that the results of the correlation using Spearman rank analysis between the burnout variable and turnover intention obtained the correlation coefficient value (r_{xy}) = 0.511 with sig = 0.00 ($p < 1$), which means that there is a significant positive relationship between Burnout and Turnover Intention. This means that the higher the Employee Burnout rate in a company, the higher the employee's desire to leave the company.

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