

## **Psychological Contract and Apprenticeship Participation, and Papuan Ethnic Turnover Intention**

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### **Abstract**

This study aimed to verify the role of the psychological contract and Apprenticeship Participation and Turnover Intention for Ethnic Papuans. This research was used through two psychological contract approaches: transactional and relational. The hypothesis of this study is the role of psychological contracts and the participation of the Nemangkawi Mining Institute IPN apprenticeship on Turnover Intention for Ethnic Papuans; the involvement in this study amounted to 110 apprenticeship participations that have been placed in several contracting companies and the privatization of Mimika district, the measuring instrument used is the Turnover Intention scale, psychological contracts, and apprenticeship participation scale—multiple regression analysis as the processing of the data obtained. The results of the multiple regression test showed a value of  $F = 25.273$  at the significance level ( $p < 0.01$ ). This indicates that the research hypothesis is accepted that there is a significant role of psychological contracts and apprenticeship participation in turnover intention; psychological contracts and apprenticeship participation have an effective contribution value in predicting the turnover intention of 39.9%.

**Keywords:** *Papua Ethnicity, Intention Turnover, Apprenticeship Participation, Psychological Contract, Contractor Workers*

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## **INTRODUCTION**

As a follow-up to Presidential Instruction (Inpres) Number 9 of 2020 regarding the acceleration of welfare development in the provinces of Papua and West Papua, the Ministry of Manpower continues to build for the welfare of Papua and West Papua by developing local HR competencies. Papuan ethnicity is unique in the involvement of work for Papuans; this is important for passing on traditional skills from generation to generation. To move traditional skills as an integral part of Papuan education with the traditional concept of "learning by doing" (learning by doing), this should not be misinterpreted as dangerous education.

Work activities carried out by native Papuans related to traditional jobs, in certain cases as a learning process. The aim is to equip the new generation of ethnic Papuans with the practical competencies necessary to obtain subsistence earnings and integrate them into their communities as adults. However, when in the world of work, they do not socialize/associate with workplace organizations, like to be alone, feel bored, do not have a continuous desire to learn to improve their career, feel quickly

satisfied with the results achieved, like their own ethnic group, have a strong love and longing for their family, cannot be separated from the phenomenon of turnover intention which leads to the desire to leave the organization where he occupies (Chen et al., 2018).

Tett and Meyer interpret turnover intention as employee awareness and intentional desire to leave the organization where he works (Akgundes & Eryilmaz, 2018); turnover intention is an expression of employee awareness or thoughts to leave work. The 2012-2013 Global Talent Management and Reward Study Survey shows that Indonesia needs help attracting and retaining employees, especially top performing high, potential, and critical-skill employees (Tower Watson, 2012). In addition, Indonesia has a high level of voluntary turnover, which is 20.35%, higher than other developing countries in the Asia Pacific and twice as high as the global average rate of only 8.24%. The same survey also showed that Indonesia has a low involuntary turnover or layoffs (PHK) rate of 0.52%, lower than other developing countries in the Asia Pacific and globally. This data shows that employee turnover in Indonesia is mostly caused by employees' choice to leave their jobs for various reasons, not because of dismissal or downsizing.

The topic of turnover can be seen from two levels: the organizational level and the individual level, which focuses on turnover intentions (Cho & Lewis, 2011). Employees who do voluntary turnover have many negative impacts on the company. Turnover Intention can occur in Apprenticeship Participation, especially since 2003 the Nemangkawi Mining Institute NMI was present as a forum to ensure native Papuans have access to study or train themselves with the technical skills needed to become employees. NMI has succeeded in graduating more than 2,100 students who were placed as contractors and privatization companies employees in Mimika Regency, Papua, and contractor companies, more than 90% of whom are native Papuans. This program is an additional program of training provided to more than 3,800 apprentice students. Goldstein and Gressner (1988) in Kamil (2010, p. 6) define training as a systematic effort to master skills, rules, concepts, or ways of behaving that impact improving performance. Furthermore, according to Dearden (1984) in Kamil (2010, p.7), training includes teaching and learning processes and exercises to achieve a certain level of competence or work efficiency.

Zhang (2016) stated that an employee turns over due to organizational factors such as organizational culture, employee involvement, salary, and promotions. According to the Global Workforce Study-Indonesia, the factors that influence employees to stay in a company are salary, relationship with the manager, opportunities for development, work location, and benefits of working time (Tower Watson, 2012). Turnover occurs because employees expect greater rewards both financially and psychologically from the company (Cho & Lewis, 2011). The relationship between employees and companies can be explained by a concept, namely, a psychological contract. Rousseau (1990) means that a psychological contract is an employee's subjective belief about mutual obligations between employees and the company. Employees fulfill certain responsibilities towards the company as a form of contribution and receive certain inducements, which from the employee's perspective, embody the company's obligations to its employees. The Ministry of Manpower, by developing the competence of local ethnic Papuan human resources, has high expectations of fulfilling the psychological contract (Smola & Sutton, 2002).

Violating the contract will result in several things that adversely affect commitment, job satisfaction, and the desire to stay in the company (Zhao et al., 2007). The assessment of psychological contracts generally focuses on whether the contract is included in transactional or relational exchanges. Transactional size is a working relationship based on an economic exchange of time and specific tasks. For the employee with a transactional contract, the organization is just a place where he works with little attachment to the organization. Employee points are based on their abilities and competencies. The second measure, namely the rational dimension, is a working relationship in which employees believe there is a reciprocal relationship with the organization based on social exchange. This value forms a long-term relationship between employees and the organization and includes financial or non-financial exchanges. This relationship can also create a sense of security and loyalty to the company. Apart from the psychological contract, work participation is also related to employee turnover. Work participation can predict organizational conditions such as employee turnover (Keller, 1997; Diefendor et al., 2002).

Work participation is an important element that significantly impacts the work results of individuals, employees, and organizations (Khan, 2011). In addition, work participation is also an important element in increasing employee work productivity (Habir & Larasati, 1999). work participation is the extent to which individuals internalize the values and importance of work in employees' lives (Sinding & Waldstrom, 2014). Davis & Newstrom (1989) explain that work participation makes work the core of an individual's life, and he is willing to spend most of his time and energy working. Individuals who have internalized values at work or attach importance to work will not do turnover (Diefendor et al., 2002).

Based on the description above, psychological contracts and work participation are considered important in reducing workforce turnover intention, especially from ethnic Papuans who have their characteristics. It has not been widely studied in corporate environments where ethnic Papuans train at the Nemangkawi Mining Institute IPN. Therefore, this study was conducted to determine the role of the psychological contract, apprenticeship participation, and ethnic Papuan turnover intention. The hypothesis in this study is that there is a role for psychological contracts and apprenticeship participation simultaneously in the ethnic Papuan turnover intention.

## METHODOLOGY

This study found three variables: psychological contract, apprenticeship participation as independent variables, and turnover intention as the dependent variable. Participants in this study were ethnic Papuan workers in contracting and privatization companies in the Mimika Regency, Papua. The selection of participants used a non-random purposive sampling technique, namely, selecting participants according to certain criteria. The criteria for company workers who participated in the study were: 1) ethnic Papuans born in 1980-1995; 2) minimum working period of 5 years; and 3) permanent employee status. Participants in this study amounted to 110 people. Initially, 130 scales were distributed, but 20 could not be analyzed because the participants needed to fill out the scales and meet the criteria.

This study uses the scale as a measuring tool to reveal turnover intention, psychological contracts, and apprenticeship participation. In the first stage, conduct a

literature review for theories that can be used in this research. Then the researcher listed several scales for each of the research variables. Three measuring instruments are used, namely the turnover intention scale, which has been compiled by Kurniasari (2016) based on the dimensions proposed by Mobley, Horner & Hollingsworth (1978), Contract Psychological (CP) (Hui et al., 2004), and apprenticeship participation scale (Kanungo, 1982). Researchers conducted an empirical trial of this scale from June 26 to July 5, 2023, by distributing 97 scales to three work areas in the company; of course, this has been coordinated with the authorities. The researcher also coordinated with each area division head regarding the number of workers who fit the criteria to become research respondents. The research scale is given to each area supervisor. The reliability test was carried out after the trial scale was filled in and collected again. The turnover intention scale is 27 items derived from three aspects: the thought of leaving, the intention to find another job, and the intention to leave. After several trials, this scale has a reliability coefficient of 0.919.

Data collection was carried out around June-July 2023 by way of researchers distributing scales to participants in work area shops, administrative staff, laboratories, operators, mechanics, electricians, welders, and carpenters in the company. Before filling out the scale, participants were given informed consent as proof of their willingness to participate. After the participants filled in the scale, the researcher collected the scale again to analyze and discuss the results. Finally, the researcher provides suggestions to related parties.

Research data were analyzed using multiple regression tests to analyze the role of psychological contracts and apprenticeship participation on turnover intention. The statistical analysis used in this research data is multiple regression analysis. Multiple regression analysis was conducted to determine the role of the psychological contract (transactional and relational dimensions) and apprenticeship participation on the turnover intention of ethnic Papuan workers. However, before carrying out multiple regression analysis, a multicollinearity test was carried out first to see whether there was a relationship between the predictor variables.

## RESULT AND DISCUSSION

This study involved as many as 110 participants. Participants come from various age ranges, educational backgrounds, work areas, and years of service. Based on the demographic data obtained, most participants were men, with 87 people (79.09%). Based on the education level, most participants were at the high school level, namely 79 people (71.81%). The age range of the participants was at most 26-30 years old, with 89 people (80.90%), and the longest working period > 16 years was eight people (7.27%). The most working area of the participants in this study was operators, namely 47 people (42.72%) participants. Detailed demographic data of participants can be seen in the following table below.

### Demographic Data Description

**Table 1. Respondent Data Based on Gender**

| Num.          | Gender | Amount     | Percentage  |
|---------------|--------|------------|-------------|
| 1             | Male   | 87         | 79,09 %     |
| 2             | Female | 23         | 20,90 %     |
| <b>Amount</b> |        | <b>110</b> | <b>100%</b> |

*Source: Data processed from company divisions 2023*

**Table 2. Respondent Data Based on Education Level**

| Num.          | Education | Amount     | Percentage   |
|---------------|-----------|------------|--------------|
| 1             | SMP       | 18         | 16,36 %      |
| 2             | SMA       | 79         | 71,81 %      |
| 3             | D3        | 9          | 8,18 %       |
| 4             | S1        | 4          | 3,63 %       |
| <b>Amount</b> |           | <b>110</b> | <b>100 %</b> |

*Source: Data processed from company divisions 2023*

**Table 3. Respondent Data Based on Age**

| Num.          | Age     | Amount     | Percentage   |
|---------------|---------|------------|--------------|
| 1             | < 25    | 11         | 10 %         |
| 2             | 26 – 30 | 89         | 80,90 %      |
| 3             | >31     | 10         | 9,09 %       |
| <b>Amount</b> |         | <b>110</b> | <b>100 %</b> |

*Source: Data processed from company divisions 2023*

**Table 4. Respondent Data Based on Working Period**

| Num.          | Years of Service | Amount     | Percentage   |
|---------------|------------------|------------|--------------|
| 1             | < 5              | 54         | 49,09 %      |
| 2             | 6-10             | 37         | 33,63 %      |
| 3             | 11-15            | 11         | 10 %         |
| 4             | > 16             | 8          | 7,27 %       |
| <b>Amount</b> |                  | <b>110</b> | <b>100 %</b> |

*Source: Data processed from company divisions 2023*

**Table 5. Respondent Data Based on Work Area**

| Num.          | Work Area   | Amount     | Percentage   |
|---------------|-------------|------------|--------------|
| 1             | Admin Power | 15         | 13,63 %      |
| 2             | Laboratory  | 7          | 6,36 %       |
| 3             | Operator    | 47         | 42,72 %      |
| 4             | Mechanical  | 19         | 17,27 %      |
| 5             | Electrician | 13         | 11,81 %      |
| 6             | Welder      | 6          | 5,45 %       |
| 8             | Carpenter   | 3          | 2,72 %       |
| <b>Amount</b> |             | <b>110</b> | <b>100 %</b> |

*Source: Data processed from company divisions 2023*

Researchers did not test the normality and linearity assumptions before testing the hypothesis. This refers to the opinion of Azwar (2001) that research data analysis

can be carried out directly without having to test assumptions first. The assumption test to produce descriptive statistics on research data is unnecessary because the resulting differences are insignificant. However, researchers still carry out multicollinearity tests as a special assumption test that must be met before conducting multiple regression analyses. The multicollinearity test aims to see whether there is a relationship between several predictors in multiple regression analysis. The multicollinearity test is fulfilled if there is no relationship between each predictor in the analysis, as evidenced by a tolerance level  $>0.1$  or VIF (Variance Inflating Factor)  $<10$ .

**Table 6. Multicollinearity Test**

| Description                  | <i>Tolerance</i> | VIF   |
|------------------------------|------------------|-------|
| Transactional Size           | 0,604            | 1,656 |
| Reational Size               | 0,695            | 1,438 |
| Apprenticeship Participation | 0,629            | 1,589 |

Based on Table 6, there is no multicollinearity or relationship between several predictor variables: transactional, relational, and apprenticeship participation. This is evidenced by the respective tolerance values of more than 0.1 and VIF values of less than 10. The fulfillment of this multicollinearity test indicates that multiple regression analysis can be performed. This study uses the method of multiple regression analysis (multiple regression analysis). Multiple regression analysis is one method of regression analysis to determine the role of several predictors on the criteria. In this analysis, the F test is used to see whether there is a role for psychological contracts (transactional and relational dimensions) and apprenticeship participation simultaneously (simultaneously) on turnover intention. From the regression test results, an F value of 25,273 was obtained at a significance level of  $p < 0.01$ . This indicates that psychological contracts and apprenticeship participation significantly influence turnover intention. Therefore, the research hypothesis is accepted. The coefficient of determination ( $R^2$ ) describes the ability of the predictor variable to predict the criterion variable. The analysis results show that the value of  $R^2$  is 0.399. This shows that the effective contribution of psychological contracts (transactional and relational dimensions) and apprenticeship participation in predicting turnover intention is 39.9%. It also shows that 60.1% of the predictors of turnover intention come from other factors outside of this study.

**Table 7. Multiple Regression Coefficient**

|                             | <i>Unstandardized Coefficients</i> | <i>Standardized Coefficients</i> | t      | Sig. (p) |
|-----------------------------|------------------------------------|----------------------------------|--------|----------|
|                             | $\beta$                            | B                                |        |          |
| Constant                    | 148.587                            | -                                | 11,485 | 0.000    |
| Transactional               | -1.859                             | -0.377                           | -4.034 | 0.000    |
| Rational                    | -1.471                             | -0.297                           | -3.413 | 0.001    |
| Apprenticeship Implications | -0.210                             | -0.072                           | -0.787 | 0.433    |

Table 7. shows the multiple regression coefficients for each predictor (transactional, relational, and apprenticeship participation dimensions) on turnover intention and the t-test results. The t-test is used to see the role of each dimension on turnover intention partially (separately). Based on the results of the t-test, it was found that only two psychological contract dimensions had a significant role in turnover intention, namely the transactional dimension ( $t=-4.034$ ,  $p<0.01$  and the rational dimension ( $t=-3.413$ ,  $p0.01$ ). The results of this t-test show that when analyzed partially, apprenticeship participation does not significantly predict turnover intention. Regression coefficients of the psychological contract dimensions and apprenticeship participation show a negative sign, which means there is a negative relationship between the psychological contract dimension and apprenticeship participation with turnover intention based on the regression analysis results; the regression line equation is obtained as follows:

$$\text{Turnover Intention} = 148,587 + (-1,859) \text{ Transactional} + (-1,471) \text{ Relational} + (-0,210) \text{ Apprenticeship Participation}$$

The regression equation above shows that every 1-point increase in the transactional dimension will reduce turnover intention by 1,859 points for the relational dimension. Every 1-point increase in the relational dimension will reduce turnover intention by 1,471 points. Meanwhile, apprenticeship participation was found to have an insignificant relationship to turnover intention ( $p=0.433$ ). Based on the analysis results, it was stated that the research hypothesis was accepted. This means that psychological contracts and apprenticeship participation simultaneously significantly predict turnover intention in contracting company workers and the privatization of ethnic Papuans. Meanwhile, based on the additional analysis carried out, namely in the form of a partial analysis of each dimension of the psychological contract and apprenticeship participation, it showed that only the psychological contract of the transactional and relational dimensions had a significant role in turnover intention. In contrast, work involvement was not significant in turnover intention.

The psychological contract is an employee's belief regarding the reciprocal relationship between the employee and the company, which is based on the calculation of his contribution to the company and the company's return for the contribution. A transactional dimension is a psychological contract involving employees and companies (in this study, contracting and privatization companies) based on economic exchanges, meaning employees are paid based on their performance (Robinson, 1996). Employees carry out their duties based on specific and limited work. Based on its characteristics, the transactional dimension is the type of work relationship most susceptible to turnover behavior (Dabos & Rousseau, 2004).

This study's results indicate that the transactional dimension's psychological contract has a significant role in turnover intention. The transactional dimension has a negative relationship with turnover intention. This means that if the contractor fulfills its economic obligations to its employees, then the level of turnover intention of the contractor will be lower. Rousseau (2001) also stated that the higher the score on this dimension, the more positive employee attitudes regarding transactional work relationships. Employees tend to keep their jobs the same if the economic guarantee from the contractor company is always fulfilled. Companies that apply employment relationships in the form of transactional contracts will provide wages and other rewards for employee work competencies (Rousseau, 2001).

The situation in Indonesia shows an imbalance between demand and supply for certain contractors, especially multinational companies in Indonesia. This also influences the role of the transactional dimension in turnover intention. Rousseau (2001) states that employees have no obligation to stay in their current workplace. However, even though employees feel that their employment relationship is only limited to economic exchanges with contractor companies, they still choose to stay at their current job because the contracting labor market situation is unfavorable for employees to change jobs. The relational dimension of the psychological contract is a predictor that also significantly predicts turnover intention. If the transactional dimension is based on economic exchanges, then the relational dimension is based on social exchanges. The results of this study state that the relational dimension has a negative relationship with turnover intention.

These results are to the statement of Rousseau (2001), namely, the higher score obtained in the relational dimension indicates a positive attitude of employees toward relational work relationships and vice versa. In a relational contract, employees are obliged to show loyalty and commitment to the interests and needs of the organization. Employees identify themselves with the organization through promotion, mentoring, and outreach. The type of trust in this relational contract is affective trust, namely trust based on a close and emotional relationship with the organization (Atkinson, 2007). Relational relationships will create a sense of security, belonging, respect, caring, loyalty, and stability for the welfare of each party (Atkinson, 2007; Maguire, 2003; Rousseau, 2001). This relational work relationship forms a long-term working relationship between employees and the organization (Rousseau, 2001). This shows that the relational dimension can predict the level of turnover intention. Both types of contracts will provide a guarantee for employees so that employees do not have to worry about their jobs – both financial and non-financial guarantees.

Based on the results of the analysis, it is known that work involvement does not play a role in turnover intention. Apprenticeship participation is a process of psychological identification of work that is considered as having the potential to satisfy basic needs and expectations (Kanungo, 1982). Employees who feel their work expectations have been met have high job involvement. Employees with high job involvement have several characteristics, namely stating that their job involvement varies from person to person, feeling guilty if work is not completed, and avoiding being absent (Sharma et al., 2012). Therefore, employees with high apprenticeship participation have low turnover intention (Blau, 1989). The results of this study are also by previous research conducted by Yu & Lee (2018), which proved a negative



relationship between apprenticeship participation and turnover intention in contractors.

One aspect of apprenticeship participation is the emotional involvement with the work. Individuals who have apprenticeship participation are emotionally involved in their work. Meanwhile, Atkinson (2007) states that this type of trust in a relational contract is based on an attached and emotional relationship with the organization so that respect and concern for the welfare of each party arise. This can explain that there is a wedge or the same measurement domain between work involvement and the relational dimension of the psychological contract. Therefore, the role of apprenticeship participation will be 'covered' by the relational dimension of the psychological contract when analyzed simultaneously (simultaneously). In other words, the emotional side is one of the dimensions contributing to turnover intention represented by the relational dimension of the psychological contract. Zhang (2016) also stated that employees will tend to have low turnover intention and choose to stay in their jobs when they are compatible with the values that exist in their workplace. Simultaneous analysis shows that the dimensions of the psychological contract and apprenticeship participation significantly affect turnover intention.

Meanwhile, if the analysis is done partially, the role of apprenticeship participation is not significant in predicting turnover intention. The results of the correlation analysis of each variable show that the transactional dimension, the relational dimension, and apprenticeship participation have a negative relationship with turnover intention. This means that the higher the transactional, relational, and apprenticeship participation, the lower the turnover intention of ethnic Papuan contractors. Vice versa, the lower the transactional dimension, relational dimension, and apprenticeship participation, the higher the turnover intention of ethnic Papuan contractors.

## CONCLUSION

Based on the analysis that has been done, it can be concluded that the psychological contract and apprenticeship participation simultaneously play a significant role in the turnover intention of the ethnic Papuan contractor workforce, with a value of  $F = 25,273$  at the significance level ( $p < 0.01$ ). Thus, the research hypothesis is accepted. The effective contribution of the psychological contract and apprenticeship participation simultaneously to the turnover intention in the ethnic Papuan contractor workforce is 39.9%. Meanwhile, based on a partial analysis, apprenticeship participation does not contribute to turnover intention in the workforce of ethnic Papuan contractors. In line with the results of this study, there are several suggestions for contractor companies and privatization with ethnic Papuan contractor workers. In order to reduce turnover intention in these contractor workers, the company needs to pay attention to fulfilling the psychological contract of the contractor workers they have, both in terms of transactional and relational.

Management of contracting companies and privatization can apply fulfillment of transactional guarantees, such as financial guarantees, formal agreements, or the opportunity to demonstrate each individual's ability. Fulfilling employee economic guarantees will pave the way for the formation of relational and more long-term relationships, such as a sense of trust in the company, attachment, loyalty, commitment, and identification of company values by each employee, in this case, each contractor's workforce. For further scientific development, the researcher

suggests that future researchers examine other factors that can predict the turnover intention of ethnic Papuan workers using more varied methods according to needs.

This answers problems related to high turnover rates, especially among ethnic Papuan employees in various corporate settings. This research has the advantage that the participants involved have specific criteria, namely ethnic Papuan contractors. The data obtained in this study can enrich the results of previous studies related to employee turnover intention, especially from ethnic Papuans. As for the limitations of this study, the effective contribution of the psychological contract variables and apprenticeship participation to turnover intention is small. Therefore, it is hoped that further research will be able to examine other variables that are predicted to have a greater effective contribution to the turnover intention of ethnic Papuan employees.

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