

ABSTRACT

The Effect of Workplace Bullying on Job Insecurity and Turnover Intention in State-Owned Construction Companies

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Abstract. The construction industry was one of several sectors that performed poorly regarding workplace bullying. Construction industry bullying is quite hard to be spot because it typically goes unnoticed by managements. It could be ingrained in a company's culture, means the leaders or managements do not see the bullying as a problem at all. Further, bullying could put employees at risk, inhibit productivity, and leads to high turnover. This study aimed to analyze the effect of workplace bullying on job insecurity and turnover intention and the effect of job insecurity on employee turnover intention. This research is an observational analytic with a cross-sectional approach. Respondents in this study were employees at state-owned construction companies, about 300 respondents. The sampling technique utilized simple random sampling. Data was collected by distributing questionnaires using a Likert with a value of 1 (strongly disagree) to 4 (strongly agree). The chosen analysis technique is path analysis. Based on the analysis results, it was found that workplace bullying has a positive and significant effect on job insecurity. Workplace bullying has a positive and significant effect on turnover intention. Furthermore, job insecurity has a positive and significant effect on turnover intention.

Keywords: Construction Industry, Job Insecurity, Turnover Intention, Workplace Bullying

INTRODUCTION

According to Permenaker No.5 in 2018, is a must for companies to control the dangerous factors, one of it is psychological factor. Bullying is one of dangerous factor from psychological aspect that could happen without the employee realizing it, and it is quite new in Health and Safety sector. Bullying is an aggressive action that the objective is purposely to hurt (with verbal or physical) someone/people, repeatedly happen more than one time, and there is unbalance of power between victim and bullies thus it is hard for the victim to fight back/self-defense⁵⁵. Bullying in workplace/office is a negative

⁵⁵ Smith, P. K. Bullying: Definition, Types, Causes, Consequences and Intervention. *Social and Personality Psychology Compass*. 2016; 10(9): 519-532.

action that happen repeatedly to one or more employees that the bullies could be colleague, boss/superior, or subordinate, and mostly the target of bullying are on the psychological/mental aspect⁵⁶. Bullying in workplace could happen in any professions, one of them is the employee on construction sector. Conducted research by Opportunity Now and PwC shows that 60% of construction workers had experienced bullying. Bullying on construction sectors is quite hard to be seen, but it happens, and, mostly, bullying is not the concern of management or leaders on that sector⁵⁷. Possibly, bullying has become the habit in the company, thus the leaders don't see it as problems. However, bullying could place the workers or employees in danger, reduce productivity, and could lead to high turnover rate. Bad behavior of colleague and violence act such as bullying in workplace could cause the employee that work on the company have a willing to quit from the job (*turnover intention*)⁵⁸.

The feeling of 'Job insecurity' could happen on the workers or employee of company which the company shows vagueness regarding to the workers or employees' status on company, that feeling could impact to employees' commitment and loyalty to company. Low commitment on employees to company would trigger the intention to quit from company and look for the new one⁵⁹.

Based on background above, this research examines the effect of workplace bullying toward to job insecurity and turnover intention on state-owned company (BUMN) of construction sector in Indonesia. The objectives of this research are to understand the effect of workplace bullying toward to job insecurity and turnover intention, and, also, the effect of job insecurity toward turnover intention on state-owned company (BUMN) of construction in Indonesia.

LITERATURE REVIEW

1. Workplace Bullying

Bullying in workplace could be seen as harassing, offending, and excommunicating someone socially, and could impact the works of someone negatively. Intimidation could happen on activity, interaction, or specific process that happen frequently (i.e: weekly) and in certain period of time (i.e: six months)⁶⁰. According to Crick dan Grotpeter, there are a lot of forms of bullying, it could by physically, mentally, and direct or undirect⁶¹. Leymann claims there are four major factors that relate with bullying on workplace⁶²:

- a. Lackness on working design;
- b. Lackness on leadership;

⁵⁶ Einarsen, S., et al. The Concept of Bullying and Harassment at Work: The European Tradition. *Bullying and Harassment in the Workplace: Developments in Theory, Research, and Practice*. 2009; 3-39.

⁵⁷ Opportunity Now. Project 28-40 Report. *Bussiness in The Community*. London 2014. 35 p.

⁵⁸ Djurkovic, N., McCornack, D., & Casimir, G. Workplace Bullying and Intention to Leave: The Moderating Effect of Perceived Organizational Support. *Human Resources Management Journal*. 2008; 18(4): 405-522.

⁵⁹ Aprilianingsih, S. Pengaruh Job Insecurity Terhadap Turnover Intention dengan Komitmen Organisasi Sebagai Variabel Intervening. *E-Jurnal Manajemen Universitas Muhammadiyah Yogyakarta*. 2018.

⁶⁰ Einarsen, S., et al. The Concept of Bullying and Harassment at Work: The European Tradition. *Bullying and Harassment in the Workplace: Developments in Theory, Research, and Practice*. 2011; 3-39.

⁶¹ Crick, N., & Grotpeter, J. Relational Aggression, Gender and Social – Phychological Adjusment. *Child Development*. 1995; 66: 710-722.

⁶² Leymann, H. The Content and Development of Mobbing at Work. *Psychol*. 1996; 165-184.

- c. Victims' position is exposed socially;
- d. Low on moral ethics in organization;

There are several things that could be done as preventive for bullying action, there are⁶³:

- a. Increase people awareness
Several respondents on his research stated that the increasing of awareness could be happened through training/seminar with the main content is about right of the bullying victim, and to enlight the potential bullies about consequences of the bullying that they will do
- b. Anti-bullying policy
The policy could be about company regulation or procedure, and code of ethics to prevent bullying in company
- c. Leadership
Leaders figure that active and bring positive vibes, also set a good example, and decisive on his/her good principle
- d. Culture and value
Shaping the good culture and value in organization
- e. Communication forum
There is a safe and free-to-speak forum that discuss about bullying
On the same research, there are some measures that can be done to intervene bullying:
 - a. Investigation
Do investigation as soon as possible after the bullying happen to find the truth and fact about the incident, from victims and bullies
 - b. Direct act
This action is the first response when the bullying happens, this direct act has a purpose to prevent the problems spread to others and reminder for people for not doing the same thing
 - c. Discipline measurement
Put punishment to bullies as disciplinary action
 - d. Consolidation
In the end, it is important to find the way-out between victims and bullies through discussion

2. Job Insecurity

Job insecurity is employees' perception on potential threat that relate with their current works/jobs⁶⁴. According to Sverke and Hellgren, job insecurity is considered as high worries about the continuity of his/her job in the future⁶⁵. Job insecurity, consistently, is depicted as problems and unpleasant for someone or individual to be

⁶³ Salin, et al. Prevention of and Intervention in Workplace Bullying: A Global Study of Human Resource Professional's Reflections on Preferred Measures. *International Journal of Human Resource Management*. 2018.

⁶⁴ Sverke, M., Hellgren, J., & Naswall, K. Job Insecurity, a Literature Review, Joint Programme for Working Life Research in Europe. 2006.

⁶⁵ Sverke, M., & Hellgren, J. The Nature of Job Insecurity: Understanding Employment Uncertainty on the Brink of New Millennium. *Applied Psychology: An International Review*. 2002; 51: 23-42.

happened to him/her, because there will be negative consequences from cross-sectional or longitudinal point⁶⁶.

3. Turnover Intention

Turnover is defined as the willingness of employee to leave or quit from his/her current workplace to the new one⁶⁷. Turnover could be volunteer or feel obliged/forced to do so. Mathis and Jackson classified turnover into 3 types⁶⁸:

- a. Forced and volunteer turnover;
- b. Functional and dysfunctional turnover;
- c. Controlled and uncontrolled turnover

Price claimed that there are factors that could directly affect the turnover⁶⁹:

- a. Environment factor, includes the responsibility to environment and chance for higher career
- b. Individual factor, consist of satisfaction on working, commitment toward organization or company, willingness to look for new workplace, eagerness to stay in company, training to improve competency, working-hard, positive and negative feeling towards the work.
- c. Structural factor, includes autonomy, fairness, pressure on working place, remuneration, a chance for promotion, work-routine, and social support

Based on research by De Winne et al, high turnover rate and unstable would affect negatively toward productivity. A company with low turnover would have high productivity compares to company with high turnover⁷⁰.

4. Hypothesis

H₁: *Workplace bullying affects to job insecurity*

According to Glambek et. al, it shows that workplace bullying affect significantly toward to job insecurity⁷¹. Research by Ashraf and Khan describes that workplace bullying effect positive and significantly to job insecurity⁷². In Pakistan, workplace bullying was proved that it is the main cause of feeling of job insecurity and contra-productive on working behavior. Employees that experience bullying such as insulted, defamation, excommunicated by the colleagues, unreasonable warned by colleagues, and scolded without reason, all of those, will lead to higher job insecurity feeling on him/her.

H₂: *Workplace bullying affects to turnover intention*

Researched by Merdiana and Gumelars states that if employees experience bullying, frequently, in workplace thus it will make him/her feel uncomfortable on that workplace

⁶⁶ Sverke, M., et al. A Meta-Analysis of Job Insecurity and Employee Performance: Testing Temporal Aspects, Rating Sources, Welfare Regime, and Union Density as Moderators. *International Journal of Environmental Research and Public Health*. 2019; 16: 2536.

⁶⁷ Priansa, D. J. *Perencanaan dan Pengembangan Sumber Daya Manusia*. Bandung: Alfabeta. 2016.

⁶⁸ Mathis, R. L., & Jackson, J. H. *Human Resource Management: Essential Perspective*. Cengage Learning. 2011.

⁶⁹ Price, J. L. "Reflections on the Determinants of Voluntary Turnover". *International Journal of Manpower*. 2001; 22(7): 600-624.

⁷⁰ De Winne, et al. The Impact of Employee Turnover and Turnover Volatility on Labor Productivity: a Flexible Non-Linear Approach. *The International Journal of Human Resource Management*. 2018; 30: 3049-3079.

⁷¹ Glambek, M., Skogstad, A., & Einarsen, S. Workplace Bullying, The Development of Job Insecurity And The Role Of Laissez-Faire Leadership: A Two-Wave Moderated Mediation Study. *Work & Stress*. 2018; 32(3): 297-312.

⁷² Ashraf, Fatima & Khan, Muhamad Asif. "Curtailling Job Insecurity and Counterproductive Work Behaviours as Bullying Effects in Pakistani Academia: Work Engagement as a Moderator". *Journal of Research in Social Sciences*. 2021; 9(1): 21-41.

and has a desire to find new place to work or quit from the current workplace. The research shows that workplace bullying effects positively and significantly toward to turnover intention. This result indicates that the respondents of research or employees agreed that experiencing bullying in workplace would lead to higher desire to quit from the workplace⁷³. According to Yuliani et.al, her research, describes that workplace bullying affect significantly to turnover intention. Victims of bullying at workplace would experience such breakdown and leads to the victim to act such as sick leave, rehabilitation, and early retirement or to choose to quit the job because the habit of bullying or intimidation that happen at workplace⁷⁴. According to Kurniati, her research proves that workplace bullying affect positively and significantly toward to turnover intention. Turnover intention of employees become the good predictor for the rate of turnover. However, majority of employee that has turnover intention on him/her don't immediately resign from the organization. Employees that have unwilling feel to stay but can't resign because of certain reason, mostly he/she shows some contra-productive action such as sick leave, lateness to workplace, etc.⁷⁵. Research by Monica and Megawati proves that workplace bullying affect significantly and positively toward to turnover intention⁷⁶.

H₃: *Job insecurity affects to turnover intention*

Employees would have high feeling about job insecurity which the cause of it is the employee status on that company and salary rate in the future that could not be predicted, thus of these reasons the intention of turnover or looking for new workplace tend to increase, also the age factor, working period take place to turnover intention. According to Solehah and Ratnasari, their research shows that job insecurity affects positively and significantly toward turnover intention⁷⁷. Research by Audina and Kusmayadi describes that job insecurity affect significantly to turnover intention, this result shows that the higher feeling of job insecurity, thus the higher turnover intention. Uncomfortable feeling on works has positive relation to turnover intention, unstable employee status and unpredictable salary rate in the future, are the main reason of turnover intention⁷⁸. Based on Januartha and Adnyani shows that job insecurity affects positively and significantly toward to turnover intention, it means that job insecurity would cause higher turnover intention and vice versa⁷⁹. Research by Handaru et. al describes that job insecurity affects positively and significantly toward to turnover intention. Job insecurity would raise the

⁷³ Merdiana, C. V., & Gumelar, B. Pengaruh Workplace Bullying dan Perceived Supervisor Support Terhadap Turnover Intention. *Jurnal Fokus Manajemen Bisnis*. 2021; 11(2): 271-286.

⁷⁴ Yuliani, N. L. G., Sadiartha, A. N., & Sanjaya, P. K. A. "Pengaruh Job Insecurity dan Workplace Bullying Terhadap Turnover Intention Karyawan Seminyak Garden Hotel & Pool Widya Amrita". *Jurnal Manajemen, Kewirausahaan dan Parwisata*. 2021; 1(1): 179-194.

⁷⁵ Kurniati, E. R. Pengaruh Workplace Bullying Terhadap Turnover Intention dengan Employee Well-Being Sebagai Variabel Mediator (Studi pada Karyawan CV. Matahari Utama Solo). 2021.

⁷⁶ Monica, A., & Megawati, M. Pengaruh Workplace Bullying Terhadap Turnover Intention yang Dimediasi oleh Work Engagement pada Anggota Unit Kegiatan Mahasiswa Fakultas Ekonomi Dan Bisnis Universitas Syiah Kuala. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*. 2021; 6(3).

⁷⁷ Solehah, S., & Ratnasari, S. L. Pengaruh Gaya Kepemimpinan, Beban Kerja, Job Insecurity Terhadap Turnover Intention Karyawan PT. Federal Internasional Finance Cab. Batam. *Jurnal Dimensi*. 2019; 8(2): 210-239.

⁷⁸ Audina, V., & Kusmayadi, T. Pengaruh Job Insecurity dan Job Stress Terhadap Turnover Intention. *JSMA (Jurnal Sains Manajemen dan Akuntansi)*. 2018; 10(1): 85-101.

⁷⁹ Januartha, A. A. G. A., & Andyani, I. G. A. D. Pengaruh Job Insecurity dan Kepuasan Kerja Terhadap Turnover Intention pada Karyawan Hotel. *E-Jurnal Manajemen*. 2019; 8(2): 7548-7575.

feeling of nervous, worrying, and stress to employee on someone, thus that feelings would lead to turnover intention from the current company to the new one which more comfortable and safer for the employee⁸⁰.

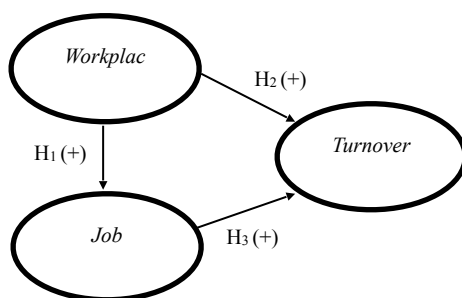


Image 1. Research Conceptual Model

Description:

H₁ = Glambek, *et al.* (2018)

Ashraf & Khan (2021)

H₂ = Merdiana & Gumelar (2021)

Yuliani *et al.* (2021)

Monica & Megawati (2021)

Kurniati (2021)

H₃ = Solehah dan Ratnasari (2019)

Audina & Kusmayadi (2018)

Januartha & Adnyani (2019)

Handaru *et al.* (2021)

METHOD, DATA, AND ANALYSIS

This research utilized quantitative method with analytics observational approach. Researchers collected the sample data from state-owned (BUMN) company in construction sector in Indonesia in June 2022. Population in this research is all employees of state-owned (BUMN) company in construction sector in Indonesia which, specifically, from 6 companies. This research utilized sampling method, which is probability sampling. It is a sampling technique that give a same chance for every element (member) of population to be chosen as sample⁸¹. In case of probability sampling, researcher chose to utilize simple random sampling which random sampling to choses member from population and each member has a same chance to be a sample⁸². For the amount of data that would be sampled as subject on this research, researchers chose to use Hair formula. According to Hair *et.al*, the amount or size of sample must be 100 or bigger. The general rule, amount of samples, minimum is 5 times bigger that the amount of question items that would be analyzed and the size of sample would be acceptable if it has the

⁸⁰ Handaru, A. W., Rahman, N. F., & Parimita, W. Pengaruh Job Insecurity dan Komitmen Organisasi Terhadap Turnover Intention pada Karyawan Industri Manufaktur (Automotive Dan Metal Part). *JRMSI-Jurnal Riset Manajemen Sains Indonesia*. 2021; 12(1): 15-39.

⁸¹ Sugiyono. *Metode Penelitian Kombinasi (Mixed Methods)*. Bandung: ALFABETA. 2014.

⁸² Notoadmojo. *Metodologi Penelitian Kesehatan*. Jakarta: Rineka Cipta. 2012.

rasio 10:1⁸³. In this research, there are 21 question items, so the size of minimum sample is $21 \times 10 = 210$ samples, thus researchers took 300 people as subjects.

Independent variable is a variable that affects or being a cause of change or arising of dependent variable. Independent variable in this research is workplace bullying (X). In this research, workplace bullying is a negative action such as harassing, humiliating, excommunicating, or offending someone in workplace socially and negatively affect to his/her works.

Dependent variable is a variable that is affected by independent variable or variable that could arise because of dependent variable. Dependent variables in this research are job insecurity (Y1) and turnover intention (Y2). Job insecurity is employees' perception toward to threat potency to the continuity of his/her current job. Turnover intention is the intention of someone to look for the new workplace and quit the current job.

Data collection in this research used questionnaire. Questionnaire is collection data technique by proposing a list of written questions which contain the problem that want to be analyzed by researchers to the member of population. Measurement scale that is utilized in this research is Likert scale. Likert scale is a scale that is used to measure character, opinion, or perception of someone about social phenomenon. Thus, this research utilized Likert with the scale of value:

- 1) Totally disagree (STS) = 1
- 2) Disagree (TS) = 2
- 3) Agree (S) = 3
- 4) Totally agree (SS) = 4

Data analysis technique that researchers utilized is path analysis. Path analysis was developed as method to learn direct and undirect effect of independent variable toward dependent variable. This analysis is a common analysis to learn about dependency of variables on the model. A path diagram would help to analyze and interpret relation among hypotheses.

Substructure 1

$$Y1 = \beta_1 X + e_1 \quad (1)$$

Description:

$Y1$ = *Job Insecurity*

β_1 , = Regression coefficient *workplace bullying*

X = *workplace bullying*

e_1 = Amount of variants that are not on the research model (*error*)

Substructure 2

$$Y2 = \beta_1 Y1 + \beta_2 X + e_2 \quad (2)$$

Description:

$Y2$ = *Turnover intention*

β_1 = Regression coefficient of *job insecurity* and *workplace bullying*

e_2 = Amount of variants that are not on the research model (*error*)

⁸³ Hair, Joseph F., Black, W. C., Babin, B.J., dan Anderson, Rolph E. *Multivariate Data Analysis: A Global Perspective Sixth Edition*. New Jersey: Pearson Prentice Hall. 2014.

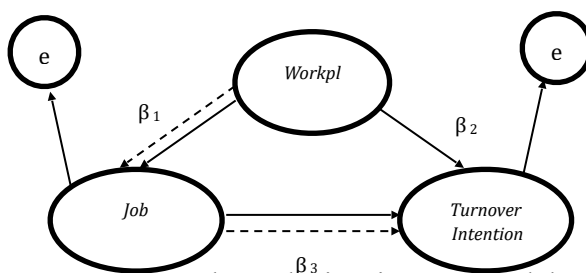


Image 2. Path Analysis Diagram Model

RESULT AND DISCUSSION

Data characteristic of research respondent did include gender, ages, position on company, years of work, and working area on employee of state-owned (BUMN) company in construction sector in Indonesia for 300 respondents.

Table 1. Respondent Analysis Characteristic

According to table 1, form 300 respondents, there 256 males (85,3%) and 44 females (14,7%). Data implicates that majority of employee state-owned (BUMN) company in construction sector in Indonesia is men/male. Ages of respondent is categorized into 5 categories which are age below 20 years old, 21-30 years old, 31-40 years old, 41-50 years old, and above 50 years old. Data implicates that majority of respondents are in the age of 21-30, which the number is about 151 respondents (50,3%), thus this data shows explicitly that majority of employee is on productive age. Position in company is categorized into staff, coordinator, and manager. Based on data distribution, it shows that majority of employee is on staff, the number is about 242 (80,7%). Working experience of respondent is categorized into 3 categories which are less than 6 months, 6 months – 3 years, and more than 3 years. According to table 1, it indicates that most respondents have working experience is more than 3 years, about 150 people (50%). Working area is categorized into office, site, and both (office and site). Based on table 1, it shows majority of employee work on site which are 112 people (37,3%).

Here is the result of descriptive analysis based on respondent answers which is converted into measurement scale, about $\{(4-1):4\} = 0.75$, thus the measurement criteria arrange into this:

- 1.00 – 1.74 very low
- 1.75 – 2.49 low
- 2.50 – 3.24 high
- 3.25 – 4.00 very high

Table 2. Respondent Answer Distribution toward to Workplace Bullying Variable

No	Statement	Answer Score				Average	Descr.
		1	2	3	4		
1	I get mockery and insulting frequently	86	160	48	6	1.91	Low
2	I frequently hear people at workplace gossiping about me and the gossip circulates among colleagues	56	139	93	12	2.20	Low
3	I get punished for small matter frequently	75	173	47	5	1.94	Low
4	I get criticized for unreasonable reason frequently	64	168	62	6	2.03	Low
5	I get unfair and different treatment frequently	61	168	58	13	2.08	Low
6	I get treated rudely frequently	71	165	54	10	2.01	Low
7	I get miss information/lied from people at workplace frequently	69	184	42	5	1.94	Low
8	My contribution and hard-working mostly ignored	62	151	74	13	2.13	Low
Workplace Bullying						2.03	Low

Table 2 shows respondent distribution answer toward to workplace bullying which the highest average is 2.20 on the statement ‘I frequently hear people at workplace

Respondent Characteristic	Frequency (People)	Percentage (%)
Gender		
Male	256	85.3
Female	44	14.7
Age		
<20 years old	3	1.0
21-30 years old	151	50.3
31-40 years old	75	25.0
41-50 years old	54	18.0
>50 tahun	17	5.6
Position on Company		
Staff	242	80.7
Coordinator	19	6.3
Manager	39	13.0
Years of Work		
<6 months	27	9.0
6 months – 3 years	123	41.0
>3 years	150	50.0
Working Area		
Office	97	32.3
Site	112	37.3
Both (office & site)	91	30.3

gossiping about me and the gossip circulates among colleagues’ (X2) and for the lowest average is 1.91 on statement ‘I get mockery and insulting frequently’ (X1). Total average for workplace bullying variable is 2.03, which is low criteria.

Based on data analysis, it implicates that bullying on workplace, that frequently happen, is about gossiping. Employee frequently heard the gossip about him/her in workplace which the gossip is not true. The bullies, in case workplace bullying, would spread the gossip about the victim which mostly is negative content. This would cause the victims or employees would like not to have communication with the colleagues either about the problem of working or personal story, because they afraid the story would become the gossip on workplace, so they prefer to keep the story to themselves⁸⁴. This kind of bullying (gossiping) would lead to uncomfortable feeling of working on the gossiped employee, then escalate to mockery between victims and bullies and, eventually, would head to the victims get into excommunicating by the colleagues in workplace^{85,86}. If the employee/victim is on that situation continuously, the victim would feel disappointment, angry, resentment, and depressed. The victim would feel uncomfortable, cynic to people on workplace, and often not coming to office (sick leave)⁸⁷.

Table 3. Respondent Answer Distribution toward to Job Insecurity Variable

No	Statement	Answer Score				Average	Descr.
		1	2	3	4		
1	I worry that I have to quit from current workplace before I want it	27	129	121	23	2.47	Low
2	I have to quit from current workplace in the future	25	116	142	17	2.50	High
3	I worry that I lost my job in the near future	38	128	114	20	2.39	Low
4	I don't have a chance for career in my current workplace	38	199	54	9	2.11	Low
5	I believe in my current workplace; it will not provide interesting career or job in the future	37	200	56	7	2.11	Low
6	I believe in my current workplace, it will not require my skill in the future	56	210	27	7	1.95	Low
7	Increasing of salary rate in my current workplace is not promising	24	117	105	54	2.63	High
Job Insecurity						2.31	Low

. Table 3 shows the respondent answer distribution toward to job insecurity has the highest average value is 2.63 on the statement ‘Increasing of salary rate in my current workplace is not promising’ (Y_{1,7}) and for the lowest average value is 1.95 on statement ‘I believe in my current workplace, it will not require my skill in the future’ (Y_{1,6}). Total average value for job insecurity variable is 2.31 is categorized into low criteria.

According to data analysis, it implicates the threat potency feel by employee regarding to job aspect, one of them is to maintain current salary rate or to get higher

⁸⁴ Chuang, C. Perilaku Bullying dengan Burnout Karyawan. Jurnal Psikologi Perseptual. 2019; 4(1): 1.

⁸⁵ Archadia, B. S. Pengaruh Kepribadian, Budaya Organisasi dan Workplace Spirituality Terhadap Perilaku Workplace Bullying. Bachelor's Thesis. Fakultas Psikologi UIN Syarif Hidayatullah Jakarta. 2019.

⁸⁶ Firdaus, M. N. Hubungan Antara Self-Esteem dengan Workplace Bullying pada Karyawan Sales Promotion Handphone di Yogyakarta. PhD Thesis. Universitas Mercu Buana Yogyakarta. 2019.

⁸⁷ Mansyur, M. M. Hubungan Antara Workplace Bullying dengan Burnout pada Pemain Futsal di Pro Futsal League Indonesia. PhD Thesis. Universitas Mercu Buana Yogyakarta. 2018.

salary rate⁸⁸. It indicates the importance job aspect for the employee or individuals would affect to insecure level or the unsafe feeling on working⁸⁹. An appropriate salary rate and bonus to employee is the important aspect for the employee to feel appreciated and satisfy with the contribution that he/she has made to company. It means that if the employee feel satisfied with the high salary rate, so the intention for leaving is low⁹⁰.

Table 4. Respondent Distribution Answer toward to Turnover Intention Variable

No	Statement	Answer Score				Average	Descrp.
		1	2	3	4		
1	I would like to get a new job, better than my current job, as soon as possible	31	138	96	35	2.45	Low
2	I mostly thought about quitting from the current job	50	162	70	18	2.19	Low
3	I don't have a chance for great career on current workplace	44	161	81	14	2.22	Low
4	I have a thought to leave the current workplace	48	166	76	10	2.16	Low
5	If I can choose, I would like to not to work on my current workplace	50	172	66	12	2.13	Low
6	It is not a priority for me to have a career on my current workplace	40	178	67	15	2.19	Low
Turnover Intention						2.22	Low

Table 4 shows the respondent distribution answer toward to turnover intention which the highest average value is 2.45 on statement ‘I would like to get a new job, better than my current job, as soon as possible’ (Y_{2,1}) and for the lowest average value is 2.13 with the statement ‘If I can choose, I would like to not to work on my current workplace’ (Y_{2,5}). Total average value for turnover intention variable us 2.22, which the category is low criteria.

Based on research data, the mostly known indicator for turnover intention with the highest value is the intention of someone to leave or quit the current workplace and look

⁸⁸ Rokhmat, R. Pengaruh Kompensasi, Beban Kerja dan Job Insecurity Terhadap Turnover Intention (Studi pada CV Gunung Mas Satria Mandiri di kebumen). PhD Thesis. Universitas Putra Bangsa. 2021.

⁸⁹ Parulian, A. A., & Kusmayadi, T. Pengaruh Job Insecurity dan Job Autonomy Terhadap Turnover Intention. Jurnal Manajemen. 2020.

⁹⁰ Halimah, T. N., Fathoni, A., & Minarsih, M. M. Pengaruh Job Insecurity, Kepuasan Kerja dan Lingkungan Kerja Terhadap Turnover Intention Pramuniaga di Gelael Supermarket (Studi Kasus Pada Gelael Superindo Kota Semarang). Journal of Management. 2016; 2(2).

into the new one that is better than before⁹¹. In employees' opinion, company doesn't give a promotion that they deserve, so they can't learn new skills such as managerial skill. The employee also think that the promotion is hard to get because, mostly, they are a year contract status based and not permanent employee on the company, so in the short amount of time they can't get a chance for better position or even promotion⁹².

Table 5. Result of Confirmatory Factor Analysis Workplace Bullying Variable

Variable Indicator	Loading Factor	Description
X1	0.897	Valid
X2	0.905	Valid
X3	0.915	Valid
X4	0.938	Valid
X5	0.849	Valid
X6	0.859	Valid
X7	0.943	Valid
X8	0.885	Valid
KMO	0.896	
Eigen value	5.045	
Cumulative variance	63.057%	

Value of loading factor for each variable indicator is $X > 0.5$, the value of KMO of workplace bullying is $0.896 > 0.5$, eigen value is $5.045 > 1$, and cumulative variance value is $63.057\% > 60\%$, those values implicate all variable indicator X can be used.

Table 6. Result of Confirmatory Factor Analysis Job Insecurity Variable

Variable Indicator	Loading Factor	Description
Y1 ₁	0.659	Valid
Y1 ₂	0.725	Valid
Y1 ₃	0.661	Valid
Y1 ₄	0.766	Valid
Y1 ₅	0.742	Valid
Y1 ₆	0.739	Valid

⁹¹ Waspodo, A. A., Handayani, N. C., & Paramita, W. Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Turnover Intention pada Karyawan PT. Unitex di Bogor. JRMSI-Jurnal Riset Manajemen Sains Indonesia. 2013; 4(1): 97-115.

⁹² Irvianti, L. S. D., & Verina, R. E. Analisis Pengaruh Stres Kerja, Beban Kerja dan Lingkungan Kerja Terhadap Turnover Intention Karyawan pada PT XL Axiata Tbk., Jakarta. Binus Business Review. 2015; 6(1): 117-126.

Y1 ₇	0.807	Valid
KMO	0.728	
Eigen value	2.140	
Cumulative variance	66.667%	

Value of loading factor for each variable indicator is $Y1 > 0.5$, value of KMO for job insecurity variable is $0.728 > 0.5$, eigen value is $2.140 > 1$, and cumulative variance value is $66.667%$, those values indicate that all variable indicator Y1 can be used.

Table 7. Result of Confirmatory Factor Analysis Turnover Intention Variable

Variable Indicator	Loading Factor	Description
Y2 ₁	0.951	Valid
Y2 ₂	0.894	Valid
Y2 ₃	0.918	Valid
Y2 ₄	0.875	Valid
Y2 ₅	0.914	Valid
Y2 ₆	0.921	Valid
KMO	0.909	
Eigen value	4.393	
Cumulative variance	73.214%	

Value of loading factor for each variable indicator is $Y2 > 0.5$, value of KMO for turnover intention variable is $0.909 > 0.5$, eigen value is $4.393 > 1$ and cumulative variance value is $73.214% > 60%$, those values indicate that all variable indicators of Y2 can be used.

Table 8. Path 1 Coefficient

Model	Standardized T		Sig.
	Coefficients Beta		
<i>Workplace Bullying</i>	0.429	8.199	0.000
<i>R square</i>	: 0.184		
<i>F. statistic</i>	: 67.229		
<i>Sig. F</i>	: 0.000		

$$e_1 = \sqrt{1-0.184}$$

$$= \sqrt{0.816}$$

$$= 0.903$$

Error term result is 0.903, means 90.3% of job insecurity is caused by external factor beside workplace bullying.

Table 9. Path 2 Coefficient

Model	Standardized T		Sig.
	Coefficients Beta		
<i>Workplace Bullying</i>	0.455	9.742	0.000
<i>Job Insecurity</i>	0.354	7.574	0.000
<i>R square</i>	0.471		
<i>F. statistic</i>	132.099		
<i>Sig. F</i>	0.000		

$$e_2 = \sqrt{1-R^2}$$

$$= \sqrt{1-0.471^2}$$

$$= \sqrt{1- 0.222}$$

$$= 0.882$$

Error term result is 0.882, means that 88.2% turnover intention is affected by external factor beside workplace bullying and job insecurity.

Based on e₁ and e₂ analysis, thus can be calculated total of determination coefficient as below.

$$R^2 = 1- (e_1)^2 (e_2)^2$$

$$= 1 - (0.903)^2(0.882)^2$$

$$= 1- (0.815)(0.778)$$

$$= 0.365$$

Total determination value is 0.365, means that 36.5% turnover intention variation is affected by variation of workplace bullying and job insecurity, and, moreover, the rest of number, 63.5%, is effect from the factor that doesn't include in model.

Table 10. Direct and undirect effect, and also total affection of *workplace bullying* (X), *job insecurity* (Y1) and *turnover intention* (Y2)

Variable Effect	Direct Effect	Undirect Effect	Total Affection
<i>Workplace Bullying</i> -> <i>Job Insecurity</i>	0.429		0.429
<i>Workplace Bullying</i> -> <i>Turnover Intention</i>	0.455	0.152	0.607

Job Insecurity -> 0.354
Turnover
Intention

0.354

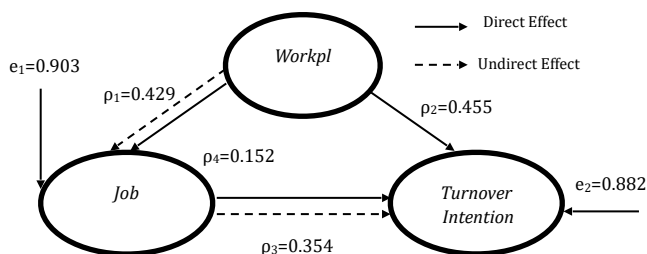


Image 3. Diagram of X path coefficient toward to Y1 and Y2

The effect value of workplace bullying (X) toward to job insecurity (Y1) is 0.429. This number indicates that workplace bullying affect significantly to job insecurity about 42.9%, the rest of it, 57.1%, is effect of other factors outside the model. The effect value of workplace bullying (X) toward to turnover intention (Y2) is 0.607. This value implicates workplace bullying affect significantly to turnover intention about 60.7%. the rest of value, 39.3%, is effect of other factors outside the model. The effect value of job insecurity (Y1) toward to turnover intention (Y2) is 0.354. This number shows that job insecurity has significant effect to turnover intention about 35.4%, the rest of it, 64.6%, is affected by other factors outside the model.

The result of this research shows workplace bullying has positive and significant effect to job insecurity (*Sig.*=0.000). That means the employee that experience workplace bullying has a lot thought of job insecurity, thus higher workplace bullying would affect to employee has higher thought of job insecurity. This result aligns with the previous research by Glambek et al. about workplace bullying, the development of job insecurity, and the role of leader laissez-faire. On his research, the relation of workplace bullying and job insecurity was researched in two years with representative sample from Norwegian employees (N = 1775). Analysis result from cross-sectional method used on Glambek et. al research, showed the relation of research variable workplace bullying toward to job insecurity was proved has effect significantly ($R^2 = 0.5$, $\beta = 0.23$, $p < 0.001$). The result of prospective model, workplace bullying has contributed significantly to job insecurity ($R^2 = 0.1$, $\beta = 0.1$, $p < 0.001$)¹⁷.

The result of this research indicates workplace bullying affects positively and significantly to turnover intention (*Sig.*=0.000). It means employees that experience workplace bullying has a thought to leave from current workplace and look into new one, so the higher occurrence of workplace bullying thus the turnover intention is higher too. This result aligns to previous research from Yuliani et. al about the effect of job insecurity and workplace bullying to turnover intention of employee on Garden Hotel & Pool. The research was done by having 47 respondent samples by utilizing collection data technique which was observation, questionnaire, interview, literature study and documentation. Data testing on research utilized validity and reliability testing, classic assumption testing,

¹⁷ Glambek, M., Skogstad, A., & Einarsen, S. Workplace Bullying, The Development of Job Insecurity And The Role Of Laissez-Faire Leadership: A Two-Wave Moderated Mediation Study. *Work & Stress*. 2018; 32(3): 297-312.

double linier regression, determination, t testing (partial regression), and F testing (simultaneous regression), the result was *Sig.* 0.000 (*Sig.*<0.05), meaning that workplace bullying has positive and significant effect to turnover intention, so the employee who experience workplace bullying tend to look for new workplace to work²⁰. The same result was obtained on Monica and Megawati research about workplace bullying toward turnover intention on Student Activity Unit on Economic and Business Faculty on Syiah Kuala University. Research was done by having 151 respondent sample by utilizing data collection technique through questionnaire. The data testing showed path coefficient value is 0.221 and value of t_{hitung} 3.643 ($>t_{table} = 1.65$), meaning that workplace bullying has positive and significant value to turnover intention. Workplace bullying has negative emotion vibes that affect the victim, decreasing the satisfaction of working, and increasing the intention to leave the company²².

The result of this research shows job insecurity has positive and significant affect to turnover intention (*Sig.* = 0.000). It means that the employee who experience job insecurity, would lead to turnover intention or a desire to leave the company, thus a higher feeling of job insecurity, then a higher chance for turnover intention. This result aligns with previous research conducted by oleh Januartha & Adnyani about the effect of job insecurity and working satisfaction to turnover intention on hotel's employees. Research was done with the sample was 75 respondents by utilizing classic assumption testing and double linier regression, which the result was *Sig.* 0.000 (*Sig.*<0.05). This result indicates that job insecurity affects positively and significantly to turnover intention, thus the employee who has feeling of job insecurity, the higher too the desire for turnover intention and look for the new workplace²⁵ The same result is also shown on Yuliani et al, research, which the result is *Sig.* 0.012 (*Sig.*<0.05) means job insecurity affect positively and significantly to turnover intention²⁰.

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CONCLUSION

1. There is significant effect of workplace bullying toward to job insecurity (*Sig.* = 0.000) with positive correlation, means that more often employee experience workplace bullying, thus job insecurity feeling would be higher
2. There is significant effect of workplace bullying toward to turnover intention (*Sig.* = 0.000) with positive correlation, means that more often employee experience workplace bullying, thus turnover intention would be higher.
3. There is significant effect of job insecurity toward to turnover intention (*Sig.* = 0.000), with positive correlation, means that higher feeling of job insecurity on employee, thus turnover intention would be higher

²⁰ Yuliani, N. L. G., Sadiartha, A. N., & Sanjaya, P. K. A. "Pengaruh Job Insecurity dan Workplace Bullying Terhadap Turnover Intention Karyawan Seminyak Garden Hotel & Pool Widya Amrita". *Jurnal Manajemen, Kewirausahaan dan Pariwisata*. 2021; 1(1): 179-194.

²² Monica, A., & Megawati, M. Pengaruh Workplace Bullying Terhadap Turnover Intention yang Dimediasi oleh Work Engagement pada Anggota Unit Kegiatan Mahasiswa Fakultas Ekonomi Dan Bisnis Universitas Syiah Kuala. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*. 2021; 6(3).

²⁵ Januartha, A. A. G. A., & Andyani, I. G. A. D. Pengaruh Job Insecurity dan Kepuasan Kerja Terhadap Turnover Intention pada Karyawan Hotel. *E-Jurnal Manajemen*. 2019; 8(2): 7548-7575

4. Based on these conclusions, companies are recommended to create an anti-bullying policy, have a bullying complaint center, intensify anti-bullying socialization, give protection or shelter to bullying victims, and punish the bully.

IMPLICATION/LIMITATION AND SUGGESTIONS

The limitation of this research is: research is only focused on state-owned company (BUMN) in construction sector in Indonesia, so the study only limited in construction sector and other factors, that could affect workplace bullying, did not include in this research such as anxiety, employee well-being, work performance, etc.

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