

Strategic Management of Psychological Contract Breach in the Gig Economy: Evidence from Grab Indonesia

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Abstract

Research Purpose: This study aims to identify and analyze the impact of psychological contract breach (PCB) on the performance and job satisfaction of driver-partners at PT. Grab, Pontianak Perdana Branch.

Method: The research method used was in-depth interviews with company management and driver-partners.

Research Finding: The results indicate that PCB occurs due to a discrepancy between the initial promises made by the company regarding incentives and bonuses and the reality experienced by the driver-partners. The primary factors contributing to PCB include ineffective communication, poorly communicated policy changes, and inadequate technical support. PCB has a significant negative impact on the motivation and performance of driver-partners, as evidenced by decreased productivity and a high level of complaints.

Novelty: The implications of this study highlight the importance for companies to enhance communication transparency, maintain consistency in policies, and improve technical support and safety assurance programs. The novelty of this research lies in its focus on a tech startup in a city with an industrial development that differs from other major cities in Indonesia, namely Pontianak.

Abstract

Tujuan Penelitian: Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis dampak pelanggaran kontrak psikologis (Psychological Contract Breach/PCB) terhadap kinerja dan kepuasan kerja mitra pengemudi di PT. Grab Cabang Perdana Pontianak.

Metode: Metode penelitian yang digunakan adalah wawancara mendalam dengan manajemen perusahaan dan mitra pengemudi.

Temuan Penelitian: Hasil penelitian menunjukkan bahwa PCB terjadi akibat ketidaksesuaian antara janji awal perusahaan terkait insentif dan bonus dengan kenyataan yang diterima oleh para mitra pengemudi. Faktor utama yang menyebabkan PCB adalah komunikasi yang kurang efektif, perubahan kebijakan yang tidak disosialisasikan dengan baik, dan dukungan teknis yang kurang memadai. PCB berdampak negatif signifikan terhadap motivasi dan kinerja mitra pengemudi, yang



ditunjukkan melalui penurunan produktivitas dan tingginya tingkat keluhan.

Kebaruan: Implikasi dari penelitian ini adalah pentingnya perusahaan untuk meningkatkan transparansi komunikasi, konsistensi dalam kebijakan, serta memperbaiki dukungan teknis dan program jaminan keselamatan kerja. Kebaruan penelitian ini terletak pada fokusnya pada perusahaan startup teknologi di kota dengan perkembangan industri yang berbeda dari kota besar lainnya di Indonesia, yaitu Pontianak.

INTRODUCTION

In the increasingly dynamic work environment, the relationship between employees and companies is becoming more complex. In Indonesia, technology-based companies like PT. Grab, operating in Pontianak, face challenges in maintaining harmonious relationships with their workers, especially driver-partners. Local economic and social conditions, as well as the expectations of Grab partners, influence their perceptions of the company, which can lead to dissatisfaction if the company's promises are not fulfilled. For instance, sudden changes in incentive and bonus terms can create a sense of injustice and dissatisfaction among drivers.

Previous literature suggests that Psychological Contract Breach (PCB) is the perception by employees that the organization has failed to fulfill agreed-upon promises or obligations, leading to serious consequences such as reduced performance, job satisfaction, and organizational commitment (Robinson & Rousseau in Ramadhan et al., 2022). Rousseau (2020) identified that PCB can occur in three main types of contracts: transactional, relational, and balanced contracts, each reflecting various forms of exchange between employees and the company. Suazo (2009) highlighted the critical role of psychological contract breach in mediating the relationship between PCB and work attitudes and behaviors, reinforcing the negative impact of PCB on the work environment. Peng, Jien, and Lin (2016) further explored the causes and consequences of PCB, affirming that PCB can reduce satisfaction and increase employees' intention to leave the company. Research by Abela and Debono (2019) also supports these findings, showing that PCB is closely related to job-related attitudes in a manufacturing plant, emphasizing that psychological contract breaches have a broad impact across various industrial contexts. Henderson and O'Leary-Kelly (2021) deepened this understanding by uncovering the relationship between PCB and psychological contract violations, providing stronger evidence of why unfulfilled promises can lead to serious consequences. Additionally, research by Santos, Pinho, Ferreira, and Vieira (2024) emphasized the importance of contract type in moderating the relationship between PCB and organizational behavior, particularly in the context of organizational citizenship behavior (OCB), indicating that contract type can influence the extent to which PCB affects positive employee behavior. Together, this literature provides deep insights into the complexity of PCB and its wide-ranging impact on various aspects of the work environment.

Several studies analyzing PT. Grab Indonesia include research by Fahrurrozi and Ali (2020), which highlighted the online motorcycle taxi services provided by PT. Grab Indonesia in the Surabaya region from an Islamic business perspective, emphasizing how Sharia principles can be integrated into Grab's business operations. Meanwhile, Chan, Maharani, and

Tresna (2017) conducted a comparison between user experiences of the Go-Jek and Grab mobile applications in DKI Jakarta, providing important insights into consumer preferences and the strengths and weaknesses of each application in attracting users in a competitive market. In the context of internal communication, Pandaleke and Sumarauw (2019) analyzed how information-sharing practices at PT. Grab Indonesia's Manado branch can influence the company's operations and partner and customer satisfaction. Additionally, Damayanti and Dewi (2021) studied the corporate social responsibility (CSR) programs implemented by PT. Grab Indonesia during the COVID-19 new normal era, revealing the company's adaptation to significant social and economic changes. Farnita (2017) also provided an interesting perspective by comparing user experiences of mobile services between Ho-Jak, Go-Jek, and Grab in Banda Aceh, demonstrating how these three platforms compete in delivering services to consumers in the region. These studies collectively provide a comprehensive overview of the various operational, strategic, and social impact aspects of PT. Grab Indonesia in different regions across Indonesia.

This study aims to explore the impact of PCB on the performance and job satisfaction of Grab partners at PT. Grab's Pontianak Perdana Branch. This objective includes analyzing the factors that cause PCB, such as ineffective communication and company policy changes, as well as evaluating strategies that management can adopt to reduce the negative impact of PCB and enhance more productive and harmonious working relationships. The main hypothesis of this research is that Psychological Contract Breach (PCB) has a significant negative impact on the performance and job satisfaction of Grab partners at PT. Grab Pontianak. Factors such as unclear communication, poorly communicated policy changes, and perceived injustice in incentive distribution are predicted to be the main causes of PCB and contribute to decreased motivation and performance of Grab partners. This research is expected to provide practical and theoretical insights useful for PT. Grab's management in more effectively managing human resources in Pontianak.

RESEARCH METHOD

The study was conducted in Pontianak, focusing primarily on PT. Grab's Pontianak Perdana Branch, a technology company based on an application. The research locations included the PT. Grab office in Pontianak and public places where driver-partners often gather, such as cafes. The study aims to explore cases of Psychological Contract Breach (PCB) experienced by Grab driver-partners in the area. The research subjects were active driver-partners, with PT. Grab Pontianak Perdana Branch serving as the involved institution. This study also includes an analysis of PT. Grab's organizational policies in the context of human resource management, as well as various artifacts such as company policy documents and training materials provided to driver-partners.

The approach used in this study is a qualitative case study, allowing for an in-depth exploration of the experiences and perceptions of driver-partners regarding PCB. Data and information were collected from various qualitative sources, including in-depth interviews with the office head and managers responsible for relations with driver-partners, as well as focus group discussions (FGDs) with driver-partners to discuss their experiences collectively.

Additionally, documents such as company policies, employment contracts, and relevant training materials were analyzed to provide a more comprehensive view of the research context.

The research process began with a desk review to collect secondary data from existing literature, company reports, and articles related to PCB. Field observations were also conducted to understand the working conditions of driver-partners in Pontianak and their interactions with the company. In-depth interviews were used to gain insights into company policies, and FGDs were held to explore the collective experiences of driver-partners regarding PCB. The collected qualitative data were then thematically analyzed to identify the main themes emerging from the interviews and FGDs. Data triangulation was conducted to validate the findings by comparing results from various qualitative data sources.

RESULTS AND DISCUSSION

RESULT

Dissatisfaction with the Fulfillment of Company Promises

Dissatisfaction with the fulfillment of company promises emerged as a central theme in this study's findings. Many Grab driver-partners in Pontianak expressed significant dissatisfaction due to sudden changes in the terms of incentives and bonuses. Drivers reported that the targets required to earn bonuses often increased without prior notice, making it extremely challenging to achieve these targets. This situation created income instability and made drivers feel undervalued.

These sudden changes in incentive terms frequently occurred without sufficient notice from the company. Drivers felt that they were not given adequate time to adjust to these changes, which ultimately affected their ability to meet the new targets. This points to a lack of transparency and effective communication from Grab. Moreover, incentives that were promised at the start of the program were often altered or removed without adequate explanation. These unexpected changes added to the uncertainty among drivers regarding the benefits they could gain from working with Grab. When initial promises were not kept, it led to deep frustration and disappointment.

The dissatisfaction arising from the breach of promises related to incentives and bonuses directly impacted the job satisfaction and motivation of the drivers. They felt that the company had failed to meet the expectations that had been set, leading to a decrease in morale and an increase in dissatisfaction. This created a work environment that was less supportive and motivating for the driver-partners.

The impact of this dissatisfaction was not limited to financial aspects but also affected the overall work experience of the drivers. When promised incentives were suddenly changed, it disrupted their financial planning and reduced their trust in the company. As a result, drivers might consider seeking other opportunities that they perceive as more stable and fair. Overall, the dissatisfaction with the fulfillment of company promises reflects a failure to meet the expectations of Grab's driver-partners. To address this issue, the company needs to improve communication and transparency regarding changes in incentive policies. By doing so, it is

hoped that the sense of unfairness and frustration among drivers can be reduced, leading to increased satisfaction and motivation in their work.

Health Insurance Program Issues

This study revealed that several Grab driver-partners experienced significant disappointment with the health insurance program provided by the company. Many drivers felt that the insurance program did not adequately meet their needs. They complained that the claims process was overly complicated and often took a long time, creating discomfort and frustration among them.

This disappointment arose because drivers felt that the process they had to go through to submit a claim was inefficient and unresponsive to their urgent needs. The complicated procedures and long waiting times made them feel unsupported in situations requiring medical attention. This added emotional burden and pressure to drivers who were already facing various challenges in their work.

The issues with the health insurance program also impacted drivers' overall perception of the support provided by Grab. Dissatisfaction with the health insurance services made drivers feel that the company did not give enough attention to their well-being. This created a sense of distrust in the company's commitment to maintaining the welfare of its partners.

Moreover, dissatisfaction with the health insurance program exacerbated the overall level of dissatisfaction among drivers. When they felt that essential facilities like insurance were inadequate, it affected their motivation and lowered their work morale. Drivers may feel less valued and supported, which negatively impacts their relationship with the company.

This study indicates that issues with the health insurance program are an important factor in assessing driver job satisfaction. An inefficient program and a cumbersome claims process worsen existing dissatisfaction, affecting their overall work experience. This also highlights the need for Grab to reevaluate and improve the existing insurance program.

By streamlining the claims process and enhancing the quality of the health insurance program, Grab can increase driver satisfaction and trust. Ensuring that the program effectively meets their medical needs will contribute to an improved overall work experience, as well as boost their loyalty and motivation.

Technical and Operational Support

In this study, it was found that technical and operational support from Grab is one of the areas that causes complaints among driver-partners. One of the main issues identified is problems with the performance of the application used by drivers. Many drivers have complained that the application frequently experiences technical glitches, and repairs or maintenance of the application are not carried out promptly or effectively.

When drivers encounter technical issues with the application, such as system errors or connectivity problems, they often experience delays in completing orders. This situation disrupts their workflow and can directly impact their earnings. Prolonged unresolved technical problems create additional frustration, as drivers feel they have little control over a crucial tool for their work.

Slow and inadequate technical support negatively impacts driver efficiency. When the application does not function properly or technical issues are not resolved quickly, drivers must spend more time completing their tasks. This hampers their productivity and reduces the number of orders they can handle within a given time frame.

Moreover, the lack of optimal technical support affects overall job satisfaction. Drivers feel that the company does not provide adequate operational support, leading to a sense of being undervalued and unsupported. This dissatisfaction can affect their motivation and potentially decrease their work morale.

Persistent technical issues create uncertainty among drivers regarding the stability and reliability of the system they use. When they cannot rely on the application to function properly, their trust in the company's system diminishes, which can influence their decision to continue working with Grab.

Overall, the research findings indicate that improvements in technical and operational support are crucial for enhancing driver satisfaction and efficiency. By addressing technical issues promptly and effectively and improving operational support, Grab can help improve the driver experience, which, in turn, can enhance their performance and motivation.

Effectiveness of Communication with Management

This study reveals that the effectiveness of communication between Grab's management and drivers is often inadequate. Many drivers report that new policies are frequently implemented without sufficient prior notice. This leads to confusion among drivers regarding the changes and makes them feel undervalued by the company.

Inadequate communication of information in a clear and timely manner creates uncertainty among drivers. When new policies or procedures are introduced without adequate notice, drivers do not have the opportunity to adjust or prepare properly. This adds to their workload and disrupts their operational rhythm. The lack of consistent and transparent communication also results in decreased driver engagement in decision-making processes. When drivers feel excluded from changes that affect their work, they feel marginalized and undervalued. This feeling has the potential to lower their motivation to contribute effectively to their work.

The impact of ineffective communication directly affects driver job satisfaction. When drivers feel they do not receive the necessary information to perform their tasks well, their satisfaction with the work environment declines. This leads to broader dissatisfaction with the company's overall policies. Communication issues also affect drivers' trust in management. The inability to provide clear and timely information makes drivers feel that the company is not attentive to their needs. Consequently, the relationship between drivers and management becomes less harmonious, which can impact performance and job satisfaction.

Overall, the research findings highlight the importance of improving communication between management and drivers. To enhance satisfaction and engagement, Grab needs to ensure that new policies are communicated clearly, consistently, and in a timely manner. By

doing so, the company can reduce confusion and increase drivers' sense of involvement and job satisfaction.

Impact of Psychological Contract Breach (PCB)

This study reveals that psychological contract breach (PCB) has a significant negative impact on the performance and motivation of driver-partners. When drivers perceive that the promises made by the company are not fulfilled, they tend to experience a decline in their performance. Additionally, the level of complaints among them increases, and some drivers even begin to consider switching to other platforms that they perceive as fairer and more transparent.

Drivers who experience breaches of their psychological contract often show decreased enthusiasm and work efficiency. Disappointment with unmet promises makes them feel undervalued, which in turn reduces their motivation to contribute optimally. This dissatisfaction not only affects individual performance but can also impact the overall work atmosphere. To address this issue, a primary recommendation is for Grab to improve its communication mechanisms with driver-partners. It is crucial for the company to ensure that any changes in policies or procedures are communicated clearly and in a timely manner. This way, drivers will better understand expectations and can more effectively adapt to the changes.

Furthermore, the company needs to be cautious in making and fulfilling promises to driver-partners. Unfulfilled promises contribute to feelings of unfairness and frustration among drivers. Therefore, Grab must ensure that every promise made is consistently kept to maintain trust and satisfaction among drivers. Improvements are also needed in insurance programs and technical support. Better insurance programs and responsive technical support will help enhance job satisfaction and driver performance. Ensuring that drivers feel supported in terms of health and technical issues will contribute to increased motivation and performance.

Overall, by addressing issues related to psychological contract breach, Grab can improve its relationship with driver-partners and enhance their overall work experience. Implementing these recommendations is expected to reduce PCB levels, increase satisfaction, and motivate drivers to deliver their best performance.

DISCUSSION

This study reveals that Psychological Contract Breach (PCB) has extensive impacts on the performance and job satisfaction of driver-partners at PT. Grab Pontianak. PCB leads to reduced motivation and commitment, which ultimately diminishes drivers' operational performance. Partners who feel that the company's promises are unmet are more likely to complain, decrease their performance, and even consider switching to competing platforms perceived as fairer and more transparent. These implications highlight the necessity for the company to be more cautious in managing and fulfilling partners' expectations, as failure to do so can lead to long-term consequences such as increased turnover and diminished company reputation among driver-partners.

The primary causes of PCB at PT. Grab Pontianak include uncertainty and ambiguity in company policies, especially regarding promised incentives and bonuses. When the company

abruptly changes the terms for receiving bonuses or even removes incentives without adequate explanation, drivers feel disappointed and frustrated. This dissatisfaction results in decreased motivation and performance, as evidenced by survey results and interviews. For example, drivers who feel that bonus targets have been raised without prior notice experience frustration, leading to a loss of work enthusiasm and, in some cases, leaving the Grab platform.

Additionally, uncertainty surrounding health and safety insurance programs is a significant factor. Drivers who feel inadequately supported by the company, such as difficulties in claiming insurance after an accident, feel unprotected and undervalued. This worsens their perception of the company, further deepening PCB and its negative effects on their performance and loyalty.

Data analysis from this study aligns with existing literature, which indicates that psychological contract breach (PCB) can have significant negative effects on employee performance and commitment. For instance, Morrison and Robinson (2024) found that when organizations fail to meet obligations agreed upon in the psychological contract, it can lead to decreased employee performance and commitment. This study is consistent with Rosita (2019), which shows that PCB can lead to reduced job satisfaction and increased intent to leave the organization. Furthermore, Suazo (2011) examined how emotional impacts and social exchange influence outcomes of psychological contract breaches. Abela and Debono (2019) studied the relationship between PCB and employee work attitudes in a manufacturing plant, while Firmansyah and Mardiana (2023) explored the impact of PCB and self-efficacy on employee performance. Henderson and O'Leary-Kelly (2021) clarified the relationship between breaches and violations of psychological contracts, providing better evidence of the importance of unmet promises. Lastly, Fayyazi and Aslani (2015) assessed how PCB affects deviant workplace behavior, with job satisfaction as a mediating variable.

However, this study adds a new dimension by emphasizing the specific context of an app-based technology company like PT. Grab in regions that may not be as advanced as major cities in Indonesia. For example, the highly technology-dependent job characteristics and flexible work dynamics at Grab provide a unique context that may not have been extensively discussed in previous research. Additionally, local factors such as socio-economic conditions in Pontianak influence driver-partners' perceptions of their psychological contracts, offering new insights into how PCB can vary based on geographical and cultural contexts.

Comparison with previous research shows that while factors such as uncertainty, unfairness, and poor communication have long been recognized as causes of PCB, this study highlights the importance of transparency and consistency in incentive policies, especially in the context of technology companies operating in emerging markets. Thus, this study not only reinforces previous findings but also expands our understanding of PCB in a more specific and dynamic context.

In conclusion, this research emphasizes that PCB has serious implications for the performance and job satisfaction of driver-partners at PT. Grab Pontianak. Uncertainty and ambiguity in company policies are major causes of PCB, leading to reduced motivation and performance. The findings align with previous research but also provide new insights into the

context of technology companies in developing regions. The implications of these findings are crucial for company management, as they indicate that to maintain partner performance and loyalty, the company must improve communication, increase transparency, and ensure that promises made to driver-partners are consistently fulfilled.

CONCLUSION AND RECOMMENDATION

This study reveals several important findings related to Psychological Contract Breach (PCB) experienced by driver-partners at PT. Grab Cabang Perdana Pontianak. The results indicate that PCB has a significant negative impact on job satisfaction, motivation, and performance of driver-partners. Key factors contributing to PCB include unclear policies regarding incentives and bonuses, as well as inadequate technical support and ineffective communication from the company. Driver-partners feel that the company's promises are often unmet, leading to decreased performance and increased intention to switch to other platforms. These findings underscore the importance of transparency, consistency, and effective communication in managing employee expectations, especially in the context of technology-based companies like Grab.

The implications of this study are that PT. Grab management needs to make significant improvements in how they communicate and fulfill promises to driver-partners. By enhancing transparency and consistency in policies and improving technical support and welfare programs, the company can mitigate the impact of PCB and boost both satisfaction and performance among its partners. These findings also have broader implications for other technology companies operating in similar business models, indicating that effective psychological contract management is crucial for maintaining employee loyalty and performance.

However, this study also has several limitations. First, it was conducted at only one branch of PT. Grab in Pontianak, so the findings may not fully represent the situation at other branches in Indonesia. Second, the study relied heavily on qualitative data, which, while providing deep insights, may not capture all variables that could quantitatively affect PCB. Lastly, the focus of the study was primarily on driver-partners, leaving out perspectives from management or Grab customers. These limitations open opportunities for further research that could include more locations, quantitative data, and a broader range of perspectives to provide a more comprehensive view of PCB at PT. Grab Indonesia.

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