

Analysis of the Effects of Job Burnout and Psychological Contract Breach on Turnover Intention with Perceived Organisational Support as a Moderating Variable (PT VADS Indonesia, Yogyakarta Branch)

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Abstract

This study investigates the effects of job burnout and psychological contract breach (PCB) on turnover intention among contract employees (PKWT) at PT VADS Indonesia, Yogyakarta Branch, with perceived organisational support (POS) as a moderating variable. A quantitative explanatory approach was employed using survey data collected from 140 contract employees selected through simple random sampling. The data were analysed using SEM-PLS with SmartPLS 3.1. The findings indicate that job burnout has a positive and significant effect on turnover intention, suggesting that higher levels of work-related exhaustion increase employees' intention to leave. Psychological contract breach also shows a positive and significant influence on turnover intention, reflecting the consequences of unmet implicit employment expectations. Furthermore, perceived organisational support moderates both relationships by weakening the positive effects of job burnout and psychological contract breach on turnover intention. These results highlight the strategic role of organisational support in mitigating adverse psychological conditions and enhancing employee retention within the Business Process Outsourcing (BPO) industry

Keywords: Job Burnout, Psychological Contract Breach, Perceived Organisational Support, Turnover Intention, BPO Industry

INTRODUCTION

The Business Process Outsourcing (BPO) industry in Indonesia has experienced rapid growth alongside increasing organisational demands for operational efficiency and digital transformation. PT VADS Indonesia represents a key player within this industry,

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having operated since 2008 and providing customer experience management and digital BPO services to more than 50 national and multinational clients (VADS Indonesia, 2024).

The company serves clients not only from the telecommunications and banking sectors, such as Telkomsel and BCA through the HaloBCA service, but also strategic partners across government, e-commerce, healthcare, retail, transportation, automotive industries, and global organisations, including UNICEF.



Figure 1. Client portfolio of PT VADS Indonesia

Its diverse client portfolio spanning telecommunications and banking, government, e-commerce, healthcare, retail, transportation, automotive sectors, and global organisations such as UNICEF reflects a highly dynamic and demanding service environment.

Such conditions place substantial performance and psychological demands on employees. In line with this, empirical evidence indicates that the BPO industry is characterised by high employee turnover. Data from the Indonesia Outsourcing Association show that annual turnover rates in the BPO sector range between 20% and 30%, considerably exceeding the average turnover observed in other industries (10–15%) (Ariawan et al., 2023). High turnover has been associated with declining productivity, increasing recruitment and training costs, and deteriorating service quality (Tawil, 2023), highlighting fundamental human resource management challenges related to employees' psychological well-being and perceived organisational support.

PT VADS Indonesia Yogyakarta Branch, one of the company's three main operational centres alongside Jakarta and Semarang (VADS Indonesia, 2024), employs approximately 420 workers, predominantly young and highly educated employees

(Glints, 2024), within a shift-based and target-oriented work system. Internal data indicate that employee turnover at this branch reached 22% in the first quarter of 2024, exceeding general industry averages. This condition underscores the urgency of examining the psychological antecedents of turnover intention, particularly job burnout and psychological contract breach, as well as the potential buffering role of perceived organisational support.

From a theoretical perspective, the BPO context of VADS Yogyakarta provides a relevant setting to re-examine the Job Demands–Resources (JD-R) model, Conservation of Resources (COR) theory, and Social Exchange Theory (SET). Job burnout (Maslach et al., 2001) and psychological contract breach (Rousseau, 1989) are widely recognised as direct antecedents of turnover intention (Robinson & Rousseau, 1994; Zhang et al., 2024; Balogun et al., 2025). However, perceived organisational support defined as employees' belief that the organisation values their contribution and well-being (Eisenberger et al., 1986) may mitigate these effects by functioning as a critical job and psychological resource (Bakker & Demerouti, 2017; Hobfoll, 1989; Blau, 1964). Prior studies confirm the moderating role of perceived organisational support in weakening the effects of burnout and psychological contract breach on turnover intention (Hao Lv et al., 2023; Vuong et al., 2025; Balogun et al., 2025). Accordingly, this study proposes an integrative conceptual model examining the effects of job burnout and psychological contract breach on turnover intention, with perceived organisational support as a moderating variable, thereby addressing contextual, geographical, and methodological research gaps within the Indonesian BPO industry.

LITERATURE REVIEWS

Conservation of Resources (COR) Theory

COR theory posits that individuals are motivated to acquire, preserve, and protect valued resources, and psychological strain emerges when resources are threatened, lost, or insufficiently replenished after investment (Hobfoll, 1989). In the workplace, persistent job demands without adequate support deplete employees' energy and emotional resources, increasing vulnerability to job burnout. COR also helps explain psychological contract breach as a symbolic and emotional form of resource loss: when promised rewards, fairness, or career opportunities are not realised, employees experience reduced trust and psychological security (Rousseau, 1989). Consequently, employees may adopt protective strategies such as developing turnover intention to prevent further resource loss. From a COR perspective, perceived organisational support constitutes resource gain, providing additional socio-emotional resources that can offset depletion and reduce withdrawal tendencies (Eisenberger et al., 1986).



Job Demands–Resources (JD-R) Model

The JD-R model conceptualises employee well-being as a function of job demands and job resources (Bakker & Demerouti, 2017). Job demands refer to aspects of work requiring sustained physical, cognitive, or emotional effort (e.g., workload, time pressure, and emotionally intense customer interactions), while job resources facilitate goal achievement, reduce the costs of demands, and foster motivation. When job demands exceed available resources, a health-impairment process is likely to occur, resulting in exhaustion and burnout. In this study, perceived organisational support is treated as a core job resource that may operate as (i) a buffer against excessive demands and (ii) a motivational driver that strengthens attachment to the organisation (Eisenberger et al., 1986; Bakker & Demerouti, 2017).

Social Exchange Theory (SET)

SET explains employment relationships through reciprocity and perceived balance between employees' contributions and organisational returns (Blau, 1964). When employees perceive that the organisation fails to honour obligations captured by psychological contract breach trust and perceived fairness decline, triggering negative responses such as reduced commitment and heightened turnover intention (Rousseau, 1989; Robinson & Rousseau, 1994). Within SET, perceived organisational support serves as a positive relational signal: employees who feel valued and cared for develop felt obligation and are more willing to reciprocate through loyalty and continued membership (Eisenberger et al., 1986). Conversely, low perceived support may amplify the negative consequences of contract breach and work strain, thereby strengthening employees' intentions to leave (Blau, 1964; Robinson & Rousseau, 1994).

Turnover Intention

Turnover intention refers to an employee's conscious and deliberate willingness to leave the organisation, representing a proximal antecedent of actual turnover (Mobley, 2011). It reflects withdrawal cognition and plans to search for alternative employment (Zhang et al., 2018; Basariya & Ahmed, 2019; Ngo-Henha, 2017). In this study, turnover intention is operationalised using Mobley's (2011) indicators, namely thoughts of quitting, intention to quit, and intention to search for another job (Mobley, 2011).

Job Burnout

Job burnout is a chronic work-related psychological condition characterised by emotional exhaustion, cynicism, and reduced personal accomplishment (Maslach et al., 2001). Burnout typically emerges when employees face sustained demands with limited recovery opportunities and insufficient organisational resources (Hobfoll, 1989;



Demerouti et al., 2021). In service-oriented roles, emotional labour can further intensify burnout risk, particularly when employees must display positive emotions regardless of their internal states (Schaufeli et al., 2009; Wu & Shie, 2017). Consistent with the Maslach framework, this study adopts burnout indicators aligned with emotional exhaustion, cynicism/depersonalisation, and reduced personal accomplishment (Maslach et al., 2001; Lee, 2017; Vuong et al., 2025).

Psychological Contract Breach

Psychological contract breach refers to employees' perceptions that the organisation has failed to fulfil one or more promised obligations, whether explicit or implicit (Rousseau, 1989; Morrison & Robinson, 1997; Rousseau et al., 2018). Such perceptions generate negative cognitive and emotional reactions, including disappointment and reduced trust, and may lead to withdrawal behaviours (Conway & Briner, 2002; Robinson & Rousseau, 1994). Recent work also links breach perceptions to feelings of relative deprivation and loss, which may intensify negative responses (Lin et al., 2022). In this study, psychological contract breach is measured using established items derived from Rousseau (1989) and Robinson/Morrison & Robinson (1997), reflecting perceived unfulfilled promises and breach-related reactions (Rousseau, 1989; Morrison & Robinson, 1997).

Perceived Organisational Support

Perceived organisational support reflects employees' global belief that the organisation values their contribution and cares about their well-being (Eisenberger et al., 1986). POS fulfils socio-emotional needs and strengthens employees' felt obligation to reciprocate through loyalty and performance (Eisenberger et al., 1986; Blau, 1964). In the present study, POS is conceptualised as a job and relational resource that may buffer the adverse effects of burnout and psychological contract breach on turnover intention (Bakker & Demerouti, 2017; Hobfoll, 1989). Consistent with Eisenberger et al. (1986), POS is operationalised through fairness, supervisor support, and organisational rewards and job conditions (Eisenberger et al., 1986).

Relationships Between Variables

Job burnout has been consistently linked to turnover intention within organisational behaviour and human resource management research. The relationship is theoretically supported by Conservation of Resources (COR) theory, which views leaving as a self-protective response to sustained resource depletion (Hobfoll, 1989) and Job Demands–Resources (JD-R) model, which emphasises the health-impairment process under excessive demands and insufficient resources (Bakker & Demerouti, 2017).



Empirical evidence across contexts reinforces this association. Vuong et al. (2025) report that burnout significantly increases turnover intention in the banking sector. Similarly, Ariawan, Setiawan, and Pratiwi (2023) show that job stress often reflecting burnout conditions positively predicts turnover intention among BPO employees in Indonesia. Evidence from healthcare also indicates a strong positive association between burnout and turnover intention (Kim et al., 2024), while studies in Indonesian service contexts highlight burnout as a key psychological driver of exit intentions (Monica, 2025). Accordingly, the following hypothesis is proposed:

H1: Job burnout has a positive and significant effect on turnover intention among employees of PT VADS Indonesia Yogyakarta Branch.

Psychological contract breach (PCB) is widely recognised as a critical antecedent of turnover intention, particularly in work settings where expectations regarding rewards, fairness, and career development are salient. From an SET perspective, PCB represents a violation of reciprocity that erodes trust and encourages employees to withdraw from the relationship (Blau, 1964; Robinson & Rousseau, 1994). COR theory further suggests that breach perceptions signal resource loss, thereby increasing employee's motivation to protect remaining resources, including through intentions to leave (Hobfoll, 1989; Rousseau, 1989).

Empirical findings consistently support this mechanism. Zhang, Li, and Chen (2024) show that PCB significantly increases turnover intention in service settings. Evidence from healthcare likewise confirms a direct positive effect of PCB on turnover intention (Balogun et al., 2025). Outsourcing-focused studies further indicate that PCB reduces organisational commitment and increases turnover intention, particularly among contract workers (Mensah et al., 2024). Additional evidence from downsizing contexts also shows PCB as a robust predictor of turnover intention (Hao Lv et al., 2023), while findings in public-sector settings support a similar positive relationship (Kanu et al., 2022). Accordingly, the following hypothesis is proposed:

H2: Psychological contract breach has a positive and significant effect on turnover intention among employees of PT VADS Indonesia Yogyakarta Branch.

Although burnout is strongly associated with turnover intention, the strength of this relationship may vary depending on the availability of organisational resources. Perceived organisational support (POS) reflects employees' belief that the organisation values their contribution and cares about their well-being (Eisenberger et al., 1986). Within the JD-R model, POS functions as a job resource that buffers the negative effects of excessive job demands (Bakker & Demerouti, 2017).



Empirical studies support the buffering role of POS. Vuong, Nguyen, and Le (2025) demonstrate that POS weakens the positive effect of burnout on turnover intention. Evidence from Indonesian settings indicates that organisational support mechanisms are associated with lower withdrawal tendencies among millennial workers (Gunawan & Sari, 2024). Moreover, POS has been shown to mitigate burnout-related outcomes and reduce turnover intention through its protective role against workplace stressors (Sari & Wijaya, 2023; Rania, 2023). Evidence from contact centre research also highlights the pattern whereby high job demands and low POS increase burnout and, subsequently, turnover intention (Studies on Contact Center Sector, 2023). Accordingly, the following hypothesis is proposed:

H3: Perceived organisational support moderates the effect of job burnout on turnover intention among employees of PT VADS Indonesia Yogyakarta Branch.

The PCB turnover intention relationship is also likely to be contingent upon organisational support. From SET, POS may serve as a “relational credit” that increases tolerance towards organisational shortcomings and reduces the perceived severity of breach, thereby weakening withdrawal intentions (Blau, 1964; Eisenberger et al., 1986). COR theory similarly suggests that POS provides compensatory resources that reduce the sense of loss following breach perceptions (Hobfoll, 1989), while JD-R frames POS as a job resource that attenuates negative outcomes associated with adverse work experiences (Bakker & Demerouti, 2017).

Empirical findings support this moderation effect. Balogun et al. (2025) report that POS weakens the positive impact of PCB on turnover intention. Similarly, Hao Lv et al. (2023) show POS reduces the adverse effect of PCB on turnover intention in downsizing contexts. Evidence from public-sector settings indicates that supportive organisational climates reduce the strength of the PCB–turnover intention relationship (Kanu et al., 2022). Further, workplace support has been shown to buffer the negative psychological consequences of contract breach and suppress exit intentions (Zhang et al., 2024). Outsourcing-focused evidence also implies that strengthening organisational support may mitigate breach-driven declines in commitment that lead to turnover intention (Mensah et al., 2024). Accordingly, the following hypothesis is proposed:

H4: Perceived organisational support moderates the effect of psychological contract breach on turnover intention among employees of PT VADS Indonesia Yogyakarta Branch.

Research Framework

This study constructs a conceptual research framework, which Figure 2 presents.



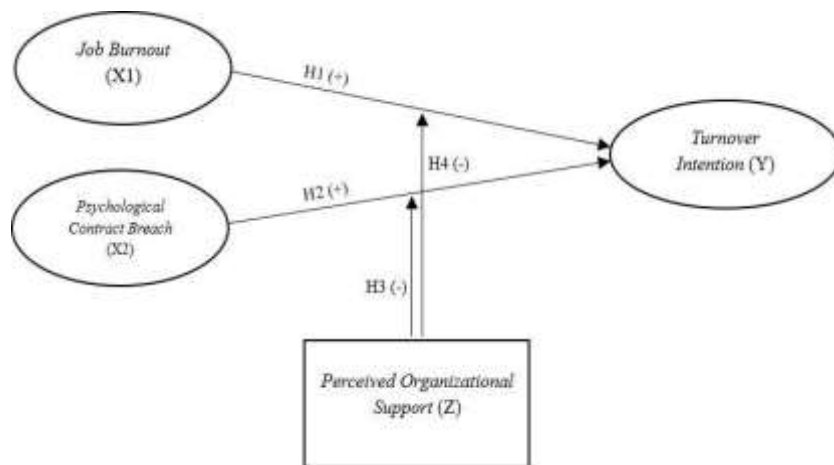


Figure 2. Research Framework

RESEARCH METHOD

This study adopts a quantitative explanatory research design to examine the causal relationships between job burnout, psychological contract breach, and turnover intention, as well as the moderating role of perceived organisational support (Creswell & Creswell, 2018). A causal–predictive approach is employed to assess both direct and moderating effects. Data were analysed using Structural Equation Modelling–Partial Least Squares (SEM-PLS) with SmartPLS 3.1, as this method is suitable for predictive research, complex models involving moderation, relatively small to medium sample sizes, and does not require multivariate normality (Hair et al., 2022; Ghazali & Latan, 2015).

The study was conducted at PT VADS Indonesia Yogyakarta Branch between November and December 2025. The research population comprised all contract employees (PKWT) at the branch, totalling 215 individuals based on internal human capital records. Using probability sampling with a simple random sampling technique, the minimum sample size was determined through the Slovin formula with 5% margin of error, resulting in 140 respondents. Primary data were collected through structured questionnaires distributed both offline (printed forms) and online via Google Forms to enhance response coverage.

The measurement model was evaluated through convergent validity (outer loadings and average variance extracted), discriminant validity, and reliability testing using Cronbach's alpha and composite reliability, following recommended thresholds (Hair et al., 2022; Ghazali, 2021). Subsequently, the structural model was assessed using path coefficients and bootstrapping procedures to determine the significance of direct and moderating effects. Hypotheses were accepted when p-values were ≤ 0.05 , indicating statistically significant relationships among the studied variables.

DISCUSSION**Descriptive Analysis**

Descriptive statistics are used to summarise the characteristics of the study variables, including minimum and maximum values, mean scores, and standard deviations. This analysis enables a preliminary assessment of response patterns and variability across indicators prior to inferential testing. These statistics provide an overview of the distribution and central tendency of respondents' perceptions. The detailed descriptive statistics are presented in Table 1.

Table 1. Descriptive Analysis

Variable	Dimension	Indicator	Mean	Min	Max	Std. Deviation
Job Burnout	Emotional Exhaustion	JB1	5.411	1	7	1.413
		JB2	4.620	2	7	1.278
		JB3	4.908	1	7	1.554
	Depersonalisation	JB4	2.528	1	7	1.230
		JB5	3.037	1	7	1.701
		JB6	2.031	1	5	0.987
	Reduced Personal Accomplishment	JB7	2.798	1	7	1.445
		JB8	5.742	2	7	1.181
Psychological Contract Breach	Unfulfilled Promises	PCB1	4.871	1	7	1.507
		PCB2	5.025	1	7	1.620
	Feelings of Violation	PCB3	3.902	1	7	1.316
		PCB4	4.362	1	7	1.383
	Sense of Loss	PCB5	4.429	1	7	1.551
		PCB6	4.436	1	7	1.651
	Reduced Commitment & Loyalty	PCB7	5.067	1	7	1.423
		PCB8	4.528	2	7	1.298
	Destructive Behaviour	PCB9	4.325	1	7	1.379
		PCB10	3.417	1	7	1.538
Perceived Organisational Support	Fairness	POS1	4.080	1	7	1.551
		POS2	4.018	1	7	1.564
	Supervisor Support	POS3	4.184	1	7	1.524
		POS4	3.546	1	7	1.499
		POS5	5.276	2	7	1.093

Turnover Intention	Rewards & Job Conditions	POS6	4.736	2	7	1.202
		POS7	5.491	2	7	1.059
	Thoughts of Quitting	TI1	3.534	1	7	1.335
		TI2	5.399	2	7	1.313
		TI3	3.663	1	7	1.358
	Intention to Quit	TI4	3.282	1	7	1.143
		TI5	2.681	1	7	1.106
		TI6	2.791	1	6	1.054
	Intention to Search	TI7	4.276	1	7	1.367
		TI8	5.350	1	7	1.480
		TI9	4.202	1	7	1.590

Source: Primary data processed using SmartPLS 3.1 (2025)

Table 1 presents the descriptive statistics of all study variables. For job burnout, the highest mean score is observed for reduced personal accomplishment (JB8), while depersonalisation (JB6) records the lowest mean, indicating relatively lower emotional distancing among respondents. Psychological contract breach shows its highest mean in reduced commitment and loyalty (PCB7), suggesting notable concerns regarding organisational obligations, whereas destructive behaviour (PCB10) exhibits the lowest mean. Regarding perceived organisational support, rewards and job conditions (POS7) receive the highest evaluation, while supervisor support (POS4) records the lowest mean. For turnover intention, the strongest tendency appears in intention to search for alternative employment (TI8), whereas direct intention to quit (TI5) remains comparatively low.

Data Analysis Technique – Measurement Model (Outer Model)

The quantitative analysis in this study was conducted using Structural Equation Modelling – Partial Least Squares (SEM-PLS) through SmartPLS version 3.1. The SEM-PLS procedure in this research consists of two core stages: the assessment of the outer model to evaluate validity and reliability, and the assessment of the inner model to examine the structural relationships among latent variables.

In assessing the measurement model (outer model), convergent validity was evaluated using outer loading values to confirm the adequacy of indicators in representing their latent constructs. The results are presented in Table 2.



Table 2. Measurement Model – Outer Loading

Variable	Indicator	Outer Loading	Remark
Job Burnout	JB1	0.900	Valid
	JB2	0.775	Valid
	JB3	0.811	Valid
	JB4	0.893	Valid
	JB5	0.741	Valid
	JB6	0.886	Valid
	JB7	0.747	Valid
	JB8	0.785	Valid
Psychological Contract Breach	PCB1	0.831	Valid
	PCB2	0.819	Valid
	PCB3	0.850	Valid
	PCB4	0.797	Valid
	PCB5	0.757	Valid
	PCB6	0.826	Valid
	PCB7	0.724	Valid
	PCB8	0.737	Valid
	PCB9	0.754	Valid
	PCB10	0.825	Valid
Variable	Indicator	Outer Loading	Remark
Perceived Organisational Support	POS1	0.816	Valid
	POS2	0.826	Valid
	POS3	0.808	Valid
	POS4	0.840	Valid
	POS5	0.836	Valid
	POS6	0.803	Valid
	POS7	0.835	Valid
Turnover Intention	TI1	0.896	Valid
	TI2	0.715	Valid
	TI3	0.749	Valid
	TI4	0.736	Valid
	TI5	0.876	Valid
	TI6	0.888	Valid
	TI7	0.910	Valid
	TI8	0.711	Valid

	TI9	0.885	Valid

Source: Primary data processed using SmartPLS 3.1 (2025)

The results obtained using SmartPLS, as presented in the table above, indicate that the outer model loadings for all constructs exceed the recommended threshold of 0.70. This confirms that all indicators demonstrate satisfactory convergent validity and that the measurement model is considered valid. The results of the outer model assessment are therefore deemed appropriate for subsequent structural model analysis.

After establishing convergent validity, discriminant validity was assessed using AVE, while reliability was evaluated through Cronbach's alpha and composite reliability to confirm internal consistency. The results are reported below.

Table 3. Validity test and Reliability test

Variable	<i>Cronbach's alpha</i>	<i>Composite Reliability</i>	<i>AVE</i>
Job Burnout	0.930	0.942	0.672
Perceived Organizational Support	0.921	0.937	0.678
Psychological Contract Breach	0.934	0.944	0.629
Turnover Intention	0.939	0.949	0.677

Source: Primary data processed using SmartPLS 3.1 (2025)

Table 3 presents the results of the validity and reliability tests for all latent constructs. The Cronbach's alpha values for all variables exceed the recommended threshold of 0.70, indicating strong internal consistency. Similarly, composite reliability values are above 0.70, confirming the reliability of the measurement instruments. In terms of convergent validity, all Average Variance Extracted (AVE) values are greater than 0.50, demonstrating that each construct explains more than half of the variance of its indicators. Overall, these results confirm that the measurement model meets the criteria for reliability and convergent validity and is therefore suitable for further structural model analysis.

Data analysis technique – Inner Model

The inner (structural) model was evaluated to examine the relationships among constructs, including the significance of path coefficients and the explanatory power of the model. The assessment employed R-square values for the endogenous construct, along with t-statistics and significance levels to evaluate the structural path coefficients. The path model – inner model, presented in Figure 3, illustrates the structural relationships among the latent constructs in this study.

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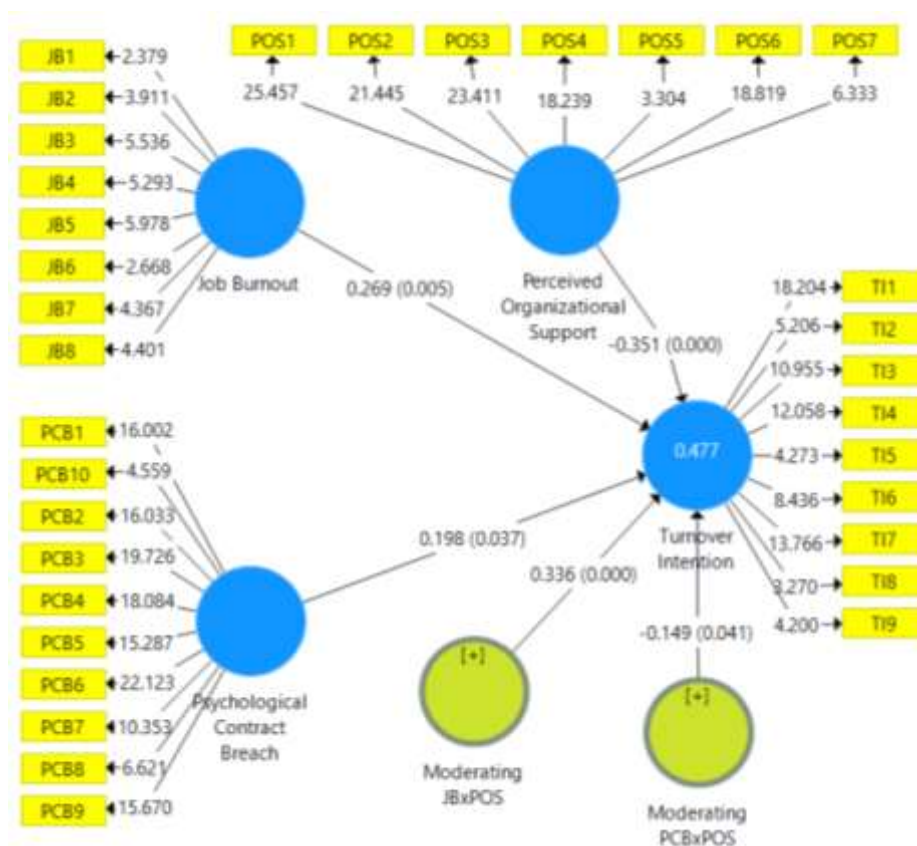


Figure 3. Path Model – Inner model

The inner model was analysed to assess the strength, direction, and significance of the hypothesised relationships among constructs. Model evaluation included R-square and Q-Square values, model fit assessment, and path coefficient significance to determine the explanatory and predictive power of the model. The R-square results are presented in Table 4.

Table 4. R-Square and Q-Square value

Variable	R-square	Q-Square
Turnover Intention	0,477	0,148

Source: Primary data processed using SmartPLS 3.1 (2025)

Table 4 presents the R-square results for the structural model, indicating that the proposed exogenous variables explain 47.7% of the variance in Turnover Intention ($R^2 = 0.477$). This suggests that Job Burnout, Psychological Contract Breach, and Perceived Organisational Support jointly provide substantial explanatory power, while the remaining variance is attributable to factors not included in the model. In addition, the Q-square value exceeds 0.10, confirming that the model demonstrates adequate predictive

relevance. Furthermore, the Goodness of Fit (GoF) test was used to evaluate the overall fit between the hypothesized model and the observed data. The results are presented in Table 5.

Table 5. Goodness of Fit

Model	Saturated Model	Cut-off Value	Interpretation
SRMR	0,091	$\leq 0,08$	Marginal Fit
d_ ULS	4,976	$> 0,05$	Fit Model
d_ G	5,444	$> 0,05$	Fit Model
NFI	0,563	$0,70 \leq \text{NFI} < 0,90$	Marginal Fit
rms Theta	0,208	$< 0,12$	Marginal Fit

Source: Primary data processed using SmartPLS 3.1 (2025)

As shown in Table 5, the model exhibits acceptable goodness-of-fit, with d_ ULS and d_ G indicating good fit, while SRMR, NFI, and rms Theta fall within the marginal fit range. Overall, the results suggest that the model is adequately specified and suitable for further analysis. Subsequently, the significance of the estimated parameters provides important insights into the relationships among the study variables. Hypothesis testing is based on the path coefficient estimates obtained from the structural model, as reported in Table 6

Table 6. Path Coefficient (direct and indirect effect)

	Original Sample	Sample Mean	Standard Deviation	P Values
Job Burnout → Turnover Intention	0.269	0.272	0.104	0.005
Psychological Contract Breach → Turnover Intention	0.198	0.218	0.110	0.037
Moderating JBxPOS → Turnover Intention	0.336	0.294	0.099	0.000
Moderating PCBxPOS → Turnover Intention	-0.149	-0.133	0.085	0.041

Source: Primary data processed using SmartPLS 3.1 (2025)

Table 6 presents the results of the structural path analysis. Job Burnout has a positive and statistically significant effect on Turnover Intention ($\beta = 0.269$, $p = 0.005$), indicating that higher levels of burnout are associated with stronger intentions to leave. Similarly, Psychological Contract Breach exerts a positive and significant influence on Turnover Intention ($\beta = 0.198$, $p = 0.037$), suggesting that perceived violations of psychological contracts increase employees' intention to quit. These findings support H1 and H2.

Regarding the moderating effects, Perceived Organisational Support (POS) significantly moderates the relationship between Job Burnout and Turnover Intention ($\beta = 0.336$, $p < 0.001$). The positive interaction coefficient indicates that POS strengthens the effect of Job Burnout on Turnover Intention, thus supporting H3. In contrast, POS negatively moderates the relationship between Psychological Contract Breach and Turnover Intention ($\beta = -0.149$, $p = 0.041$), indicating that higher organisational support weakens the adverse impact of contract breach on turnover intention. Therefore, H4 is also supported.

Inter-Variable Effects

The findings confirm that job burnout significantly increases turnover intention among employees at PT VADS Indonesia Yogyakarta Branch, reflecting the demanding nature of work in the Business Process Outsourcing (BPO) environment. The branch operates under a shift-based and target-driven system, characterised by repetitive tasks, continuous customer interaction, and strict performance monitoring, which collectively intensify emotional exhaustion and psychological strain. In this context, burnout does not merely represent an abstract psychological condition but emerges as a daily operational reality that directly shapes employees' intentions to leave. This result supports previous findings in BPO and service-intensive sectors, where high job demands and limited recovery time consistently predict turnover intention (Ariawan et al., 2023; Kim et al., 2024; Vuong et al., 2025). However, some studies report weaker or non-significant effects in organisations with strong internal mobility or job security (Majd et al., 2024; Fadilla et al., 2025), suggesting that the strong burnout–turnover relationship observed at VADS Yogyakarta may be amplified by the contractual nature of employment and limited long-term career certainty.

Psychological contract breach is also found to significantly increase turnover intention, indicating that employees at PT VADS Indonesia Yogyakarta Branch are highly sensitive to perceived discrepancies between organisational promises and actual employment practices. In a BPO setting where expectations regarding compensation, workload fairness, career progression, and job stability are salient, unmet expectations are likely to be interpreted as organisational neglect rather than unavoidable operational constraints. This finding aligns with prior studies showing that psychological contract breach undermines trust and accelerates withdrawal behaviour, particularly among younger and highly educated employees with alternative employment opportunities (Balogun et al., 2025; Mensah et al., 2024; Zhang et al., 2024). Nonetheless, some research suggests that contract breach does not always lead to turnover intention when employees perceive breaches as temporary or justified by external pressures (Puteri &



Syakurah, 2023; Sutaguna et al., 2023). The strong effect observed at VADS Yogyakarta implies that employees may perceive these breaches as persistent rather than situational.

The moderating effect of perceived organisational support on the relationship between job burnout and turnover intention further highlights the importance of organisational context at PT VADS Indonesia Yogyakarta Branch. While burnout remains prevalent, employees' responses to exhaustion differ depending on whether they feel valued and supported by the organisation. In practice, perceived organisational support may manifest through supervisory empathy, flexibility in scheduling, recognition of effort, or responsiveness to employee concerns. The findings suggest that organisational support meaningfully alters how burnout translates into turnover intention, consistent with evidence from similar high-pressure service environments (Gunawan & Sari, 2024; Vuong et al., 2025). However, studies reporting insignificant moderation effects argue that organisational support loses its buffering capacity when workload pressure becomes excessive or structurally embedded (Ngatimun, 2023; Supomo, 2025). This implies that at VADS Yogyakarta, organisational support functions as a conditional buffer rather than a complete remedy for burnout.

Finally, perceived organisational support is found to moderate the relationship between psychological contract breach and turnover intention, indicating that supportive organisational practices can soften employees' reactions to unmet expectations. At PT VADS Indonesia Yogyakarta Branch, employees who perceive fairness, managerial concern, and recognition may be more willing to tolerate discrepancies between expectations and reality without immediately developing intentions to leave. This finding is consistent with prior research showing that organisational support generates a "reserve of goodwill" that mitigates negative behavioural outcomes of contract breach (Balogun et al., 2025; Hao Lv et al., 2023; Kanu et al., 2022). Nevertheless, some studies caution that repeated or severe breaches may override the protective role of organisational support, eventually leading to turnover regardless of supportive signals (Nugroho et al., 2024; Zerlina & Budiono, 2024). This suggests that for VADS Yogyakarta, organisational support must be accompanied by consistent fulfilment of key employment expectations to remain effective.

CONCLUSION

This study demonstrates that turnover intention among contract employees at PT VADS Indonesia Yogyakarta Branch is significantly influenced by job burnout and psychological contract breach. The high work demands inherent in the BPO environment characterised by shift-based schedules, performance targets, and sustained emotional labour contribute to employee exhaustion and heighten intentions to leave the organisation. In addition, employees' perceptions that organisational promises related to



compensation, career development, and workplace support are not fulfilled further intensify turnover intention. Importantly, perceived organisational support emerges as a crucial moderating mechanism. The findings indicate that organisational support is capable of attenuating the detrimental effects of both job burnout and psychological contract breach, thereby functioning as a psychological buffer that helps stabilise employee retention in the demanding context of PT VADS Indonesia Yogyakarta Branch.

From a practical perspective, the findings suggest that management should prioritise human resource strategies that simultaneously address workload-related stressors and the fulfilment of psychological contracts. Enhancing transparency in organisational communication, ensuring consistency between promises and actual practices, and strengthening supervisory support are essential steps to mitigate employee dissatisfaction. Moreover, embedding perceived organisational support into retention strategies through fair procedures, empathetic leadership, and recognition of employee contributions may significantly reduce turnover intention, even in high-pressure BPO environments.

Despite its contributions, this study is subject to several limitations. The analysis is confined to contract employees within a single branch, which may limit the generalisability of the findings to other organisational units or industries. Furthermore, the cross-sectional design restricts the ability to capture dynamic changes in burnout, psychological contract perceptions, and turnover intention over time. Future research may therefore benefit from adopting longitudinal or mixed-method approaches, expanding the study context, and incorporating additional psychological and organisational variables to provide a more comprehensive understanding of employee retention dynamics.

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