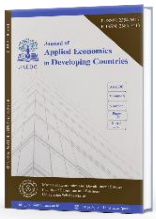

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FACTORS AFFECTING TURNOVER INTENTION: THE MEDIATING ROLE OF JOB BURNOUT

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ABSTRACT

High turnover intention is a crucial challenge in human resource management, particularly among outsourced employees in the industrial area of Tangerang Regency. This study examines the effects of perceived organizational support, job insecurity, emotional intelligence, and work-family conflict on job burnout and turnover intention, as well as the mediating role of job burnout. This quantitative study collected questionnaire data from 300 married outsourced employees aged 18 to 45 years with more than one year of service and analyzed the data using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results show that perceived organizational support, job insecurity, emotional intelligence, and work-family conflict have a positive and significant effect on both job burnout and turnover intention, and job burnout has a positive and significant effect on turnover intention. Contrary to the hypotheses, perceived organizational support and emotional intelligence increase rather than reduce job burnout, and perceived organizational support also increases turnover intention. Job burnout partially mediates the effects of the four independent variables on turnover intention. These findings indicate that, in the outsourcing context, organizational support and emotional intelligence do not necessarily protect employees from burnout, so outsourcing companies should provide consistent support, clear information on contract status, and work arrangements that reduce work-family conflict.

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1. INTRODUCTION

Human resources are an important asset for the continuity and success of an organization. However, organizations currently face the challenge of employees' intention to leave the company, known as turnover intention (Gu et al., 2020). A strong desire to leave a job is often influenced by a number of factors, both structural and psychological. These factors include job insecurity, low emotional intelligence, job burnout, and work-family conflict. This is one of the main challenges in human resource management. These factors are constantly changing and can threaten individual productivity as well as organizational stability and performance (Masdupi et al., 2023).

Organizations have observed an increase in the likelihood of their employees resigning and seeking other job options rather than focusing on their current tasks and responsibilities (Azeem et al., 2020). Employee turnover can cause various losses for companies, such as high recruitment and training costs, decreased productivity, and disruption to the morale of other employees, thus requiring control over the intention to change jobs (Binti Arti & Kurniawati, 2024).

Tangerang Regency is well-known as an industrial area, but the turnover rate in this region is high, mainly due to the piecework wage system and the use of outsourcing services. Even though there are many businesses in the Tangerang Regency area, the reality is that unemployment is still high. This aspect is closely related to how employees assess their perceived organizational support, job insecurity, and emotional intelligence. If the workload assigned is not in line with the capacity of employees, they tend to feel exhausted and depressed, so that the desire to find new jobs increases, which indirectly affects the unemployment rate in Tangerang Regency (Hakim, 2016). The employee turnover rate is usually between 5% and 10% per year. However, if the rate exceeds 10% per year, it is considered a high turnover rate (Nurmiyati & Astuti, 2021). Previous research in Tangerang Regency reported a turnover rate of 5% per year (Ayunah & Solihin, 2023). Similar research conducted in Taiwan found that the intention to change jobs among private sector employees was higher than among public sector employees (Salvador et al., 2022).

Employees with high turnover intentions are more prone to exhibiting negative work attitudes and behaviors and may even cause conflicts with coworkers (Üngüren et al., 2024). Perceived organizational support plays a crucial role in shaping employee behavior in the workplace. Employees who feel appreciated by the organization will develop stronger emotional bonds, increase loyalty, and reduce their intention to resign. Conversely, a lack of perceived organizational support will trigger employees' desire to look for other job alternatives because they feel that their contributions are not properly appreciated (Srivastava & Agrawal, 2020). Another turnover factor is job insecurity, which is a significant factor in the intention to leave the company. Previous studies have found that employees who feel insecure about their jobs are more likely to look for new jobs to increase their sense of security, especially for highly qualified employees (Salvador et al., 2022). Uncertainty about the future of employment, such as the possibility of termination or organizational restructuring, can cause fatigue, anxiety, and frustration for employees. Organizations need to create a stable and secure work environment to minimize job insecurity, overcome burnout, and reduce turnover intention (Elshaer & Azazz, 2021).

In addition to external factors such as perceived organizational support and job insecurity, internal individual aspects such as emotional intelligence also play an important role in turnover intention. Employees with high emotional intelligence have the ability to manage emotions and build positive working relationships, so they tend to stay with the company. Conversely, employees with low emotional intelligence find it more difficult to cope with work pressure and are at high risk of leaving the company (Soleimani & Einolahzadeh, 2017). The inability of workers to understand and manage their emotions can lead to conflicts with colleagues, superiors, or clients, as well as prolonged fatigue. As a result, they become dissatisfied with their work results and are more interested in seeking other opportunities (Giao et al., 2020). Employees who experience job burnout usually show symptoms of physical, mental, and emotional exhaustion. These symptoms can arise when an employee has difficulty balancing their work demands with their family responsibilities. One example is employees who experience stress and fatigue due to long working hours, leaving them with limited time to spend with their families (Gull et al., 2023).

Conflicts between work and family, coupled with job burnout, have a negative effect on employee performance and loyalty to the company. As a result, both employee productivity and job satisfaction may decline, and they may seek ways to achieve a better balance between their personal and professional lives (Jia et al., 2020). Previous researchers have explored the influence of perceived organizational support on turnover intention, both directly and mediated by job burnout (Giao et al., 2020). However, turnover intention is not only caused by job insecurity but can also be caused by low emotional intelligence (Xue et al., 2024). Job burnout can also affect turnover intention, and previous studies have shown a positive effect on turnover intention (Bai et al., 2023).

When employees tend to feel stressed and frustrated when it is difficult to balance work and family responsibilities, it can cause curiosity and commitment to work to decline, which in turn can lead to the desire to quit their job (Yucel et al., 2023). Emotional intelligence helps reduce conflict and job burnout in the workplace and reduces the intensity of the desire to leave a job (Giao et al., 2020).

However, previous findings on the antecedents of job burnout and turnover intention remain inconsistent. Ren et al. (2024) found that perceived organizational support reduces burnout, whereas Rismawan (2021) reported a positive relationship between perceived organizational support and burnout. Similarly, Gong et al. (2019) and Xue et al. (2024) found that emotional intelligence reduces job burnout, while Imaniar and Sularso (2016) found a positive relationship between emotional intelligence and burnout. Regarding turnover intention, Rubel et al. (2021) and Stofberg et al. (2022) found that perceived organizational support reduces turnover intention, whereas Liao et al. (2022) reported the opposite. These inconsistencies suggest that the role of organizational support and emotional intelligence depends on the employment context, so it is necessary to examine these relationships among employees with less secure employment arrangements, such as outsourced workers. However, the research we will conduct focuses on industries that provide specific labor or services to other companies. The main purpose of outsourcing is to reduce production costs and allow companies to focus on core activities (Ye & Yan, 2024). Outsourcing has become an increasingly popular business strategy in recent years, and the trend continues to grow as the global business landscape changes. This also expands on previous research that focused on work-family conflict, job burnout, emotional intelligence, turnover intention, and perceived organizational support among bank employees in Vietnam (Giao et al., 2020). This study will analyze how perceived organizational support, job insecurity, emotional intelligence, and work-family conflict affect turnover intention among outsourced employees working in Tangerang Regency, with job burnout as the variable that connects the two. The main objective of this study is to explore the relationship between these factors and their impact on employees' intention to leave the company, as well as to find solutions that can overcome the challenges faced by outsourced employees. It is hoped that the results of this study can contribute to theoretical understanding in the field of human resources and also provide positive managerial implications for managing human resources by reducing employees' desire to leave the company.

2. RESEARCH METHODS

This study consists of six variables, namely perceived organizational support (X1), job insecurity (X2), emotional intelligence (X3), work-family conflict (X4) as exogenous variables, turnover intention (Y) as an endogenous variable, and job burnout (Z) as a mediating variable. This study is quantitative in nature. The approach used in this study is quantitative, employing a survey method in the form of a questionnaire distributed using the Google Forms platform.

The measurement of the perceived organizational support (POS) variable consists of 6 statements adopted from (Rubel et al., 2021), job insecurity (JI) variable consists of 5 statements adopted from (Elshaer & Azazz, 2021), the emotional intelligence (EI) variable consists of 10 statements adopted from (Liao et al., 2022) and (Ouerdian et al., 2021), the work family conflict (WFC) variable consists of 6 statements adopted from (Adil & Vapur, 2023) and (Laird et al., 2020), the job burnout (JB) variable consists of 5 statements adopted from (Bai et al., 2023), and the turnover intention variable consists of 5 statements adopted from (Bai et al., 2023). This study uses 37 items in total. The Likert scale was used to measure all variables in this study, with five options from 1 (strongly disagree) to 5 (strongly agree). Based on the literature, this study proposes that perceived organizational support has a negative effect on job burnout (H1), job insecurity has a positive effect on job burnout (H2), emotional intelligence has a negative effect on job burnout (H3), and work-family conflict has a positive effect on job burnout (H4). Perceived organizational support is proposed to have a negative effect on turnover intention (H5), while job insecurity (H6), emotional intelligence (H7), and work-family conflict (H8) are proposed to have a positive effect on turnover intention. Job burnout is proposed to have a positive effect on turnover intention (H9) and to mediate the effects of perceived organizational support (H10), job insecurity (H11), emotional intelligence (H12), and work-family conflict (H13) on turnover intention.

The target of this study is to collect data from outsourced workers in Tangerang Regency during a three-month period from March to May 2025. The criteria for eligible participants are outsourced workers who are married, have more than one year of work experience, and are between 18 and 45 years old, with no gender restrictions. With these criteria, it is hoped that the data obtained can representatively describe the conditions of outsourced workers in this region.

This study adopts a quantitative approach using Structural Equation Modeling (SEM) through SmartPLS 4 software. PLS was adopted because it is considered capable of testing theoretical frameworks involving many variables and indicators and is often recommended when research focuses on complex predictions and structural modeling (Hair, Risher, et al., 2019). This approach aims to explore the relationship between these latent variables and identify the mediating role that may exist between them. Thus, this study falls into the category of complex models and allows for in-depth analysis of the interactions and influences between variables. To perform the analysis using SEM-PLS, a sample size of at least 5 to 10 times the number of indicators is required. Since there are a total of 37 indicators, a minimum sample of 185 respondents is needed (Jumani & Muhamad, 2022). A pretest was conducted in this study using 50 respondent data as an initial sample to test the feasibility of the data before the main analysis. One of the aspects tested was the Kaiser-Meyer-Olkin and Bartlett's Test values, which were used to assess the adequacy of the sample and the suitability of the data for factor analysis. The KMO value measures the extent to which the variables are correlated and sufficiently representative, with an ideal value above 0.5, while Bartlett's Test examines whether the correlation between variables is statistically significant. The results of this pretest are the basis for ensuring that the data used meets the requirements to proceed to the next factor analysis (Hair, Risher, et al., 2019).

The pretest values obtained KMO results for the variables Perceived Organizational Support 0.868, Job Insecurity 0.742, Emotional Intelligence 0.927, Work Family Conflict 0.894, Job Burnout 0.858, and Turnover Intention 0.830. The KMO test results at the pretest stage indicated that each research variable had a KMO value between 0.742 and 0.927. This indicated that the data met the eligibility criteria for factor analysis. Thus, the items used in the constructs of Perceived Organizational Support, Job Insecurity, Emotional Intelligence, Work Family Conflict, Job Burnout, and Turnover Intention have an adequate structure and can be continued for the process of testing construct reliability and validity (Hair, Page, et al., 2019).

In order to test the research hypothesis, the analysis was carried out in two systematic stages. The initial stage involved evaluating the measurement model, often referred to as the outer model. This evaluation process included a comprehensive series of tests on all latent variables used in the study. These tests consist of a Convergent Validity test to measure the correlation between indicators in the same construct, a Discriminant Validity test to ensure the uniqueness of each construct compared to other constructs, and a reliability test to assess the internal consistency of latent variable measurements (Gao et al., 2024).

These three tests are critical steps that must be fulfilled before researchers can proceed to the next stage of analysis. Convergent validity is met if the standardized outer loading value is greater than 0.70 and the Average Variance Extracted (AVE) is greater than 0.50. Discriminant validity is assessed using the Fornell-Larcker criterion, which requires the square root of the AVE of each construct to be greater than its correlations with other constructs. Reliability is met if the Composite Reliability (CR) and Cronbach's Alpha (CA) values are greater than 0.70 (Hair, Risher, et al., 2019). The next step is to evaluate the structural model (inner model), which aims to assess the explanatory power of the model and to test the hypotheses. An R^2 value of 0.75 is considered strong, 0.50 moderate, and 0.25 weak (Hair, Risher, et al., 2019).

The Q-square value is used to assess predictive relevance, which is to measure how well the model and parameters can produce observed values. A Q^2 value greater than 0 indicates that the model has predictive relevance. To test model fit, the SRMR standard must be considered. If the SRMR is less than 0.1, the model is considered a good fit. In addition, if the T-statistic value exceeds the T-table (1.96), the effect is considered significant. The indirect effects of the independent variables on turnover intention through job burnout are tested using the Sobel test, where an indirect effect is significant if the absolute z-value exceeds 1.96 (Hair, Risher, et al., 2019).

3. RESULTS AND DISCUSSION

3.1. RESULTS

Based on the survey results, the demographic characteristics of outsourced employees in Tangerang Regency are summarized and presented clearly. These characteristics provide an overview of the respondents' background, including gender, education, job field, length of service, dependents, work shift, overtime frequency, and job history. The details are shown in Table 1. As shown in Table 1, the majority of outsourced employees in Tangerang Regency are male (70%) and predominantly have a high school education background (91%). Most respondents work as production operators (49%) and have worked for more than one year (84%), indicating a relatively stable workforce. In terms of family responsibilities, 45% of the respondents have 1–2 dependents, while 49% have 2–3 dependents, showing that most employees bear significant family responsibilities.

Table 1. Demographic Statistics

Description	Categories	Amount	Percentage
Gender	Male	209	70%
	Female	91	30%
Latest Education	Senior high school	273	91%
	Diploma 3	24	8%
	Diploma 4/Bachelor's degree	3	1%
Job Field	Production Operator	148	49%
	Administrative Staff	36	12%
	Cleaning Service	65	22%
	Security	50	17%
	Others	1	0%
Length of Service	>1–2 Years	253	84%
	3–5 Years	37	12%
	6–10 Years	8	3%
	>10 Years	2	1%
Number of Dependents (Husband/Wife/Children)	1–2 People	136	45%
	2–3 People	147	49%
	>4 People	17	6%
Work Shift	Non-Shift	120	40%
	2 Shifts	69	23%
	3 Shifts	111	37%
Overtime Frequency	Never	168	56%
	1–2 Times Per Month	56	19%
	3–4 Times Per Month	68	23%
	>5 Times Per Month	8	3%
Job History	Never	101	34%
	1–3 Times	101	34%
	>3 Times	98	33%

Source: Processed data (2025)

Regarding working patterns, 40% of employees work normal hours without shifts, while 37% are engaged in a 3-shift system, reflecting a diverse work arrangement. Overtime frequency data reveal that more than half (56%) never work overtime, while others report varying levels of overtime intensity. Finally, job history shows a relatively even distribution, with around one-third of respondents each reporting no prior job changes, 1–3 times job changes, or more than 3 times, which suggests different levels of employment stability among the respondents.

In order to estimate the indicators and latent variables, this study began by testing the measurement model before testing the hypotheses. Based on the methodology proposed by Hair, Risher, et al. (2019), construct validity was tested by assessing convergent validity, discriminant validity, and average variance extracted (AVE). Outer loading data with a minimum threshold of ≥ 0.70 indicates the strength of the relationship between the indicators and latent constructs in the reflective measurement model. The higher the value, the greater the contribution of the indicator. The test results show that all indicators meet the outer loading criterion of more than 0.70, so all 37 indicators are used for further analysis, as shown in Figure 1 and Table 2.

As shown in Figure 1, the PLS-SEM output presents the outer loading values of each indicator as well as the path coefficients between latent variables. The results confirm that all indicators meet the minimum loading threshold of ≥ 0.70, with values ranging from 0.782 to 0.897, which indicates strong convergent validity. The figure also shows that constructs such as Emotional Intelligence, Job Insecurity, Perceived Organizational Support, and Work–Family Conflict significantly contribute to Job Burnout, which in turn influences Turnover Intention. Furthermore, the path coefficients highlight the relative strength of each relationship, providing a preliminary overview of the structural model to be further tested in the next stage.

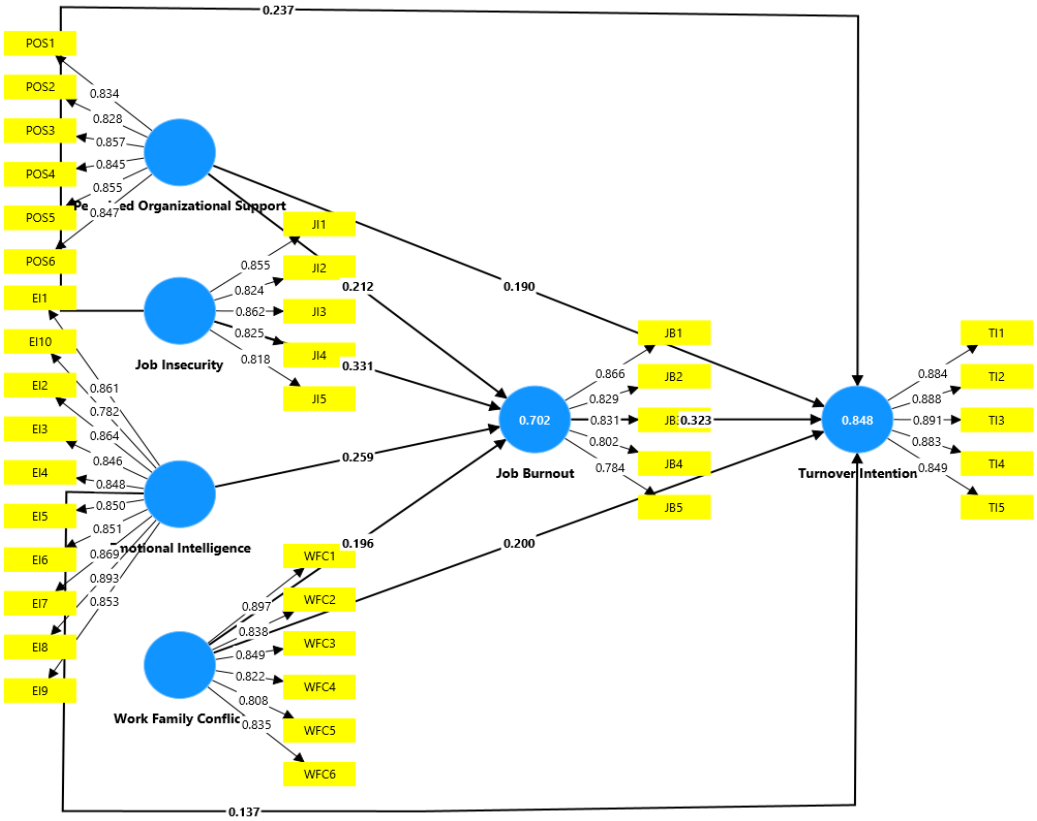

Figure 1. PLS-SEM Output Results
Source: Processed data (2025)

As shown in Table 2, the outer loading values of all indicators in this study are above the minimum threshold of 0.70, ranging from 0.782 to 0.897. According to Hair, Risher, et al. (2019), an outer loading value ≥ 0.70 indicates that an indicator has a strong contribution in reflecting the latent construct it is intended to measure. These results demonstrate that all indicators used in the study have good convergent validity, meaning that each indicator is highly correlated with the construct it represents. Therefore, the measurement model can be considered valid for further structural analysis.

Table 2. Outer Loading Data

Indicator	Emotional Intelligence	Job Burnout	Job Insecurity	Perceived Organizational Support	Turnover Intention	Work Family Conflict
EI1	0.861					
EI2	0.864					
EI3	0.846					
EI4	0.848					
EI5	0.850					
EI6	0.851					
EI7	0.869					
EI8	0.893					
EI9	0.853					
EI10	0.782					
JB1		0.866				
JB2		0.829				
JB3		0.831				
JB4		0.802				
JB5		0.784				
JI1			0.855			
JI2			0.824			
JI3			0.862			
JI4			0.825			
JI5			0.818			
POS1				0.834		
POS2				0.828		
POS3				0.857		
POS4				0.845		
POS5				0.855		
POS6				0.847		
TI1					0.884	
TI2					0.888	
TI3					0.891	
TI4					0.883	
TI5					0.849	
WFC1						0.897
WFC2						0.838
WFC3						0.849
WFC4						0.822
WFC5						0.808
WFC6						0.835

Source: Processed data (2025)

The next validity test was conducted by assessing the Average Variance Extracted (AVE) value, which should have a minimum threshold of AVE ≥ 0.50. This test aims to evaluate the extent of variance or uniqueness between one variable and another by measuring the indicators or factors that constitute it (Hair, Risher, et al., 2019). Based on the information in Table 3, it shows that AVE has a value of more than 0.5, where the AVE test results for Emotional Intelligence are 0.726, the AVE test results for Job Burnout are 0.677, the AVE test result for Job Insecurity is 0.701, the AVE test result for Perceived Organizational Support is 0.713, the AVE test result for Turnover Intention is 0.773, and finally, the AVE test result for Work Family Conflict is 0.709. Thus, the AVE test results in this study have acceptable values for each variable.

Table 3. Average Variance Extracted (AVE)

Variables	Average variance extracted (AVE)	Description
Emotional Intelligence	0.726	Valid
Job Burnout	0.677	Valid
Job Insecurity	0.701	Valid
Perceived Organizational Support	0.713	Valid
Turnover Intention	0.773	Valid
Work Family Conflict	0.709	Valid

Source: Processed data (2025)

Discriminant validity was evaluated using the Fornell-Larcker criterion, which is met if the square root of the AVE of each construct is greater than its correlations with other constructs. The results are presented in Table 4, which shows that the square root of the AVE of each construct, shown on the diagonal, is greater than its correlations with other constructs. For example, the square root of the AVE of Turnover Intention (0.879) is greater than its highest correlation, namely with Job Insecurity (0.836), and the square root of the AVE of Job Burnout (0.823) is greater than its correlation with Turnover Intention (0.813). Thus, all constructs meet the criteria for discriminant validity.

Table 4. Fornell-Larcker Criterion

Variables	Emotional Intelligence	Job Burnout	Job Insecurity	Perceived Organizational Support	Turnover Intention	Work Family Conflict
Emotional Intelligence	**0.852**					
Job Burnout	0.726	**0.823**				
Job Insecurity	0.718	0.778	**0.837**			
Perceived Organizational Support	0.506	0.621	0.646	**0.844**		
Turnover Intention	0.763	0.813	0.836	0.680	**0.879**	
Work Family Conflict	0.625	0.638	0.634	0.333	0.705	**0.842**

Source: Processed data (2025)

Then, a construct reliability test was conducted on the research variables by applying the internal consistency method. This test aims to evaluate the extent to which the indicators used can accurately describe each latent variable. Cronbach's Alpha and Composite Reliability values of 0.70 or higher are considered adequate, indicating that the indicators in the construct are reliable and consistent in measuring the same variable. Table 5 shows the results of the construct reliability test for each variable, where the Cronbach's Alpha and Composite Reliability values of all six variables are greater than 0.70. This means that the reliability test assumptions based on both Cronbach's alpha and composite reliability have been met.

Table 5. Construct Reliability Test of Research Variables

Variables	Cronbach's alpha	Composite reliability	Description
Emotional Intelligence	0.958	0.964	Reliable
Job Burnout	0.881	0.913	Reliable
Job Insecurity	0.893	0.921	Reliable
Perceived Organizational Support	0.920	0.937	Reliable
Turnover Intention	0.927	0.944	Reliable
Work Family Conflict	0.918	0.936	Reliable

Source: Processed data (2025)

In addition, structural model analysis was conducted to assess the relationship between the existing constructs, starting with the R-Square values for each equation, where an R^2 value of 0.75 is considered strong, 0.50 moderate, and 0.25 weak. The results are presented in Table 6, which shows that the adjusted R-square value for Job Burnout is 0.697, meaning that Perceived Organizational Support, Job Insecurity, Emotional Intelligence, and Work Family Conflict can explain 69.7% of the variance of the Job Burnout variable. Meanwhile, the adjusted R-square value for the Turnover Intention variable is 0.846, which means that the four independent variables and Job Burnout can explain 84.6% of the variance of Turnover Intention, while the rest is influenced by other factors that were not examined. Thus, the explanatory power of the model is moderate for Job Burnout and strong for Turnover Intention.

Table 6. R-Square

Variables	R-square adjusted	Description
Job Burnout	0.697	Moderate
Turnover Intention	0.846	Strong

Source: Processed data (2025)

The next test, namely Q-Square, is used to assess the extent to which the model and its parameter estimates can produce accurate observation values. A model is considered to have predictive relevance when it shows a positive Q-Square value (>0), while a negative value (<0) indicates the model's inability to predict observed values. The results are presented in Table 7, which shows that the Q^2predict value for Job Burnout is 0.682 and for Turnover Intention is 0.805. As both values are greater than 0, the model has predictive relevance in predicting Job Burnout and Turnover Intention.

Table 7. Q- Square

Variables	Q^2predict	RMSE	MAE
Job Burnout	0.682	0.567	0.402
Turnover Intention	0.805	0.445	0.264

Source: Processed data (2025)

Furthermore, model fit testing was conducted to evaluate how well the path analysis model matched the observed data. The SRMR value is used to measure the difference between the observed and expected correlations in the model, with an SRMR value lower than 0.10 considered acceptable, while an NFI value closer to 1 indicates a better fit. Table 8 shows the results of the model fit test, where the SRMR value of 0.045 is within the acceptable threshold and the NFI value of 0.869 indicates that the model fit is within an acceptable range.

Table 8. Model Fit Test

	Saturated model	Estimated model
SRMR	0.045	0.045
d_ULS	1.437	1.437
d_G	0.829	0.829
Chi-square	1341.567	1341.567
NFI	0.869	0.869

Source: Processed data (2025)

Furthermore, for the F-Square test, the F^2 measurement is used to evaluate the magnitude of the contribution of independent constructs (exogenous variables) to dependent constructs (endogenous variables). The interpretation of F^2 follows these guidelines: 0.02 for a small effect, 0.15 for a medium effect, and 0.35 for a large effect. The results are presented in Table 9, which shows a small effect for the EI–JB, EI–TI, JI–JB, JI–TI, POS–JB, POS–TI, WFC–JB, and WFC–TI relationships and a medium effect for the JB–TI relationship.

Table 9. F-Square Test

Relationship	f-square	Description
Emotional Intelligence -> Job Burnout	0.096	Small
Emotional Intelligence -> Turnover Intention	0.049	Small
Job Burnout -> Turnover Intention	0.206	Medium
Job Insecurity -> Job Burnout	0.119	Small
Job Insecurity -> Turnover Intention	0.107	Small
Perceived Organizational Support -> Job Burnout	0.085	Small
Perceived Organizational Support -> Turnover Intention	0.124	Small
Work Family Conflict -> Job Burnout	0.068	Small
Work Family Conflict -> Turnover Intention	0.129	Small

Source: Processed data (2025)

Based on the above explanation, Table 10 presents the complete results of the hypothesis testing. Hypothesis testing was conducted using T-statistics, where the accepted threshold value was > 1.96. If the value obtained exceeded 1.96, it could be concluded that there was an influence between the variables being tested and vice versa. From the results of testing the nine hypotheses, the following T Statistic values are as follows: H1 of 5.110, H2 of 3.959, H3 of 2.959, H4 of 3.123, H5 of 5.199, H6 of 5.174, H7 of 2.180, H8 of 4.345, and H9 of 4.458. All path coefficients are positive and significant at $p < 0.05$. However, H1, H3, and H5 are not supported because the effects are positive, whereas the hypotheses predicted negative effects.

Table 10. Hypothesis Testing

Hypothesis	Relationship	Original Sample	T-Statistics (>1,96)	P-Values (<0,05)	Decision
H1	Perceived Organizational Support can have a negative effect on Job Burnout.	0.212	5.110	0.000	Not supported
H2	Job Insecurity can have a positive effect on Job Burnout.	0.331	3.959	0.000	Supported
H3	Emotional Intelligence can have a negative effect on Job Burnout.	0.259	2.959	0.003	Not supported
H4	Work Family Conflict can have a positive effect on Job Burnout.	0.196	3.123	0.002	Supported
H5	Perceived Organizational Support can have a negative effect on Turnover Intention	0.190	5.199	0.000	Not supported
H6	Job Insecurity can have a positive effect on Turnover Intention	0.237	5.174	0.000	Supported
H7	Emotional intelligence can have a positive effect on Turnover Intention	0.137	2.180	0.029	Supported
H8	Work Family Conflict can have a positive effect on Turnover Intention	0.200	4.345	0.000	Supported
H9	Job Burnout can have a positive effect on Turnover Intention	0.323	4.458	0.000	Supported

Source: Processed data (2025)

The indirect effects of the independent variables on turnover intention through job burnout are presented in Table 11. All indirect effects are positive and significant, with absolute z-values greater than 1.96. As the direct effects of the four independent variables on turnover intention are also significant (Table 10), job burnout partially mediates these relationships, so H10, H11, H12, and H13 are supported.

Table 11. Indirect Effects Through Job Burnout

Hypothesis	Relationship	Indirect effect	Standard error	Z-statistics	P-values	Decision
H10	Perceived Organizational Support → Job Burnout → Turnover Intention	0.068	0.020	3.359	0.001	Supported (partial mediation)
H11	Job Insecurity → Job Burnout → Turnover Intention	0.107	0.036	2.960	0.003	Supported (partial mediation)
H12	Emotional Intelligence → Job Burnout → Turnover Intention	0.084	0.034	2.465	0.014	Supported (partial mediation)
H13	Work Family Conflict → Job Burnout → Turnover Intention	0.063	0.025	2.558	0.011	Supported (partial mediation)

Source: Processed data (2025)

3.2. DISCUSSION

In the hypothesis testing that has been conducted, several findings have been made. Based on the testing process carried out by the researchers, it was concluded that perceived organizational support has a positive effect on job burnout, thus rejecting H1. This shows that the higher the perceived organizational support felt by outsourced employees in Tangerang Regency, the higher the level of job burnout they experience. The variable of perceived organizational support plays a significant role in causing job burnout among outsourced employees. This finding contradicts the results of Ren et al. (2024), who found that perceived organizational support has a negative and significant relationship with job burnout. There are several factors that can explain the findings of this study. First, some outsourced employees may perceive that high organizational support creates additional expectations and responsibilities that lead to an increase in workload and psychological pressure, thereby contributing to the intensification of burnout. Second, even though outsourcing companies claim to support their employees, the lack of an adequate reward and recognition system for their achievements may make employees feel neglected and that their efforts and sacrifices in dealing with their workload are not properly rewarded, which can cause employees to feel more stressed. These findings are in line with Rismawan (2021), who shows a positive and significant relationship between perceived organizational support and burnout levels.

Furthermore, the next finding is that job insecurity has a positive effect on job burnout, which means that H2 is accepted. Based on the results of the study, it can be concluded that increased job insecurity has an impact on increasing employee work fatigue (Laily et al., 2020). Feelings of uncertainty about one's career future can lead to long-term stress, which triggers emotional exhaustion, decreased motivation, and negative attitudes toward work, contributing to the emergence of burnout (Peng & Potipiroon, 2022). Thus, creating a safe work environment is an important step for organizations, especially companies engaged in outsourcing. In addition, greater attention needs to be paid to the mental well-being of employees so that they feel supported and motivated and can avoid the adverse effects of job insecurity in the workplace. This result is also in line with Üngüren et al. (2024), who show that job security plays an important role in the relationship between job stress, burnout, and turnover intention, indicating that the absence of job security makes employees more vulnerable to the effects of work pressure.

For outsourced employees, the threat of contract termination is a continuous source of pressure, as the renewal of their employment depends not only on their own performance but also on the agreements between vendors and client companies. These results are consistent with previous studies that identified the perception of job loss as a significant risk factor that accelerates burnout in the workplace (Zeidan et al., 2023).

The next finding shows that there is a positive influence between emotional intelligence and job burnout, so H3 is rejected. This indicates that the higher the emotional intelligence felt by outsourcing employees in Tangerang Regency, the higher the level of job burnout they experience. This finding contradicts the results of previous studies conducted by Gong et al. (2019), Wang et al. (2022), and Xue et al. (2024), which stated that emotional intelligence has a negative and significant relationship with job burnout. There are several factors that can explain the findings of this study. First, outsourced employees often feel alienated within the company even though their contributions are very meaningful to the company. Employees with high emotional intelligence may find it more challenging to build relationships with internal teams or gain appreciation on par with permanent employees. When recognition of their performance is ignored or taken for granted, they experience deep disappointment accompanied by mental fatigue. This condition creates a negative cycle that accelerates burnout, as employees feel that the emotional energy they expend is not proportional to the treatment they receive. Second, to maintain the quality of their work and gain support from the organization, employees may believe that they must do things that exceed the standards of permanent employees. The pressure to always perform perfectly causes mental stress and drains emotional energy. As a result, emotional sensitivity, which should be a strength, exacerbates the psychological burden on employees in dealing with unfair treatment in the workplace. These findings are in line with Imaniar and Sularso (2016), who show a positive and significant relationship between emotional intelligence and burnout levels.

In the next finding, work-family conflict has a positive effect on job burnout, which is accepted by H4. Based on the results of the study, it can be concluded that when the conflict between professional and family obligations increases, the level of job burnout among employees will also increase (Xue et al., 2024). The difficulty of balancing roles in the work environment and household creates ongoing psychological burdens, and this pressure can lead to long-term fatigue, decreased job satisfaction, and ultimately burnout indicators such as mental exhaustion, pessimistic attitudes toward work, and decreased effectiveness and personal achievement (Awwad et al., 2022). Thus, the increase in work-family conflict has been proven to have a significant effect on the emergence of burnout, which impacts on employee job satisfaction and performance, where employees face heavy workloads but receive little support in balancing their work and personal lives. Outsourced employees are often trapped in demanding work situations without sufficient flexibility, and facilities or policies that support their personal well-being are rarely available. These results are consistent with previous studies showing that increased work-family conflict contributes significantly to increased job burnout (Awwad et al., 2022; Xue et al., 2024).

Findings from further research show that perceived organizational support has a positive effect on turnover intention, causing H5 to be rejected. This means that the higher the organizational support perceived by outsourced employees in Tangerang Regency, the higher their turnover intention. This finding rejects the results of previous studies conducted by Fattah et al. (2022), Rubel et al. (2021), and Stofberg et al. (2022), which stated that perceived organizational support has a negative and significant relationship with turnover intention.

Based on the questionnaire indicators, the organization has indeed provided support to outsourced employees in various ways, such as providing opportunities to express opinions, helping when needed, and considering employee wishes, which shows the organization's concern for the welfare of outsourced workers.

However, this organizational support is not entirely able to prevent fatigue and the desire to leave work among outsourced employees. There are several factors that can explain the findings of this study, one of which often occurs among outsourced employees, namely tactical and temporary organizational support, which can have a counterproductive effect on outsourced employees. When they feel that they are being treated well but realize that this only applies in the context of a specific project or period, doubts arise, and intelligent employees will easily recognize this pattern of transactional support. They understand that the appreciation and facilities provided are not a form of recognition for their personal contributions but merely instruments to achieve the organization's short-term targets. Awareness of the temporary nature of this support creates feelings of insecurity and triggers anxiety about the future, making employees more alert to job opportunities that offer better consistency and predictability. As a result, the organization's efforts to create short-term loyalty through temporary support accelerate employees' decisions to seek more stable alternatives. Employees prefer companies that provide definite support rather than unsustainable high support. These findings are in line with Hidayah and Litfiana (2024) and Liao et al. (2022), who show a positive and significant relationship between perceived organizational support and turnover intention.

Furthermore, the study found that job insecurity had a positive effect on turnover intention, which led to H6 being accepted. From the results of the study, it can be concluded that the higher the level of job insecurity felt by employees, the greater their desire to leave the organization. When employees feel that their job security is uncertain or threatened, this can cause anxiety, stress, and dissatisfaction, prompting them to seek more stable employment (Elshaer & Azazz, 2021). Salvador et al. (2022) further show that job insecurity mediates the relationship between perceived organizational culture and turnover intention, which suggests that employees' perception of job insecurity is a key mechanism through which organizational conditions translate into the intention to leave. This is very common in outsourcing companies, where employees often feel anxious due to the uncertainty of their contract status and the lack of clarity regarding contract renewals. Furthermore, outsourcing companies are highly dependent on specific projects or clients, which indirectly creates an uncertain work environment and triggers anxiety and stress among employees who feel that their career future is unclear. These findings support previous studies showing that job insecurity is a strong predictor of turnover intention because insecurity can undermine loyalty and commitment to the organization.

The next finding was that emotional intelligence had a positive effect on turnover intention, which was accepted by H7. Based on the results of the study, it can be concluded that the higher the level of emotional intelligence felt by employees, the greater their desire to leave the organization. This finding differs from Soleimani and Einolahzadeh (2017), who found that employees with higher emotional intelligence tend to have lower turnover intention because they are better able to manage work pressure and build positive relationships with their leaders and colleagues. The difference may be explained by the employment context. The respondents in those studies were permanent employees whose career prospects within the organization were relatively clear, whereas the respondents in this study were outsourced employees whose contracts and career paths depend on vendors and client.

In such a context, the ability to understand and regulate emotions does not necessarily strengthen attachment to the organization but may instead help employees assess their situation more realistically and decide that leaving is a rational choice.

Employees' ability to control their emotions and think rationally encourages them to plan strategic steps in making career decisions (Lopes et al., 2025). A high level of emotional intelligence enables a person to be more resilient in the face of work pressure and more effective in building positive professional relationships. However, outsourced employees with high emotional intelligence can critically evaluate the suitability and fairness of their workplace in terms of career development. When they realize that their outsourced status limits their rights, career opportunities, and recognition of their contributions, they tend to consider staying with the company an unfavorable decision in the long run. This situation encourages outsourced employees with high emotional intelligence to seek permanent employment alternatives or companies that are more supportive of psychological health and provide better career stability. These findings are consistent with previous research demonstrating that emotional intelligence levels are one of the main determinants in driving turnover intention (Abudaqa et al., 2020; Binti Arti & Kurniawati, 2024; Kartono & Hilmiana, 2018).

Further research found that work-family conflict has a positive effect on turnover intention, which supports H8. Based on the results of the study, it can be concluded that the more intense the conflict felt by employees between work demands and family obligations, the higher their tendency to consider leaving the organization (Yucel et al., 2023). Conflict between work tasks and household responsibilities creates constant pressure, which not only damages mental health but also reduces their sense of attachment to the company (Rasheed et al., 2018). In such conditions, employees tend to view the organization as a source of stress rather than support, thereby fostering the intention to seek alternative work environments that are more supportive of work-life balance (Harun et al., 2022). This is particularly relevant in outsourcing companies, where employees are faced with short-term contracts and job uncertainty, which can add to the pressure of balancing work demands and family life. Outsourced employees who work in conditions where their work-life balance is not supported tend to feel that the company is a source of stress for employees rather than a place that provides support. These results support previous research showing that work-family conflict is one of the main reasons employees want to leave the company (Harun et al., 2022; Rasheed et al., 2018; Yucel et al., 2023).

The latest findings show that job burnout has a positive effect on turnover intention, which is supported by H9. Based on the results of the study, it can be concluded that burnout consists of three main dimensions, namely emotional exhaustion, reduced personal accomplishment, and lack of human touch (Bai et al., 2023). Burnout occurs as a result of excessive work demands, causing employees to feel tired, helpless, and experience decreased motivation and negative attitudes (Liu et al., 2021). This condition reduces job satisfaction, weakens organizational commitment, and increases employees' intention to leave the company (Lu et al., 2017). Thus, the higher the level of burnout experienced by employees, the greater the likelihood that they will leave the company. This is especially true in outsourcing companies where employees often face limited career development opportunities, lack of recognition for their contributions, and a gap between expectations and work reality that can trigger deep frustration and disappointment. When employees feel unappreciated, lack control over their work, and feel trapped in a monotonous routine with no clear prospects for advancement, they are more likely to seek alternative jobs that offer a more supportive

environment and provide meaning and satisfaction in their careers. These results support previous research and indicate that burnout plays a significant role in driving turnover intention (Bai et al., 2023; Liu et al., 2021; Lu et al., 2017).

Finally, job burnout partially mediates the effects of perceived organizational support, job insecurity, emotional intelligence, and work-family conflict on turnover intention. This indicates that these factors increase turnover intention both directly and through the emotional exhaustion they create. This result is consistent with Kartono and Hilmiana (2018), who found that job burnout mediates the relationship between emotional intelligence and turnover intention, and extends the model of Giao et al. (2020) to the context of outsourced employees. The relatively largest indirect effect is found for job insecurity, suggesting that contract uncertainty is an important source of burnout that ultimately drives the intention to leave among outsourced employees.

4. CONCLUSION

This study reveals that the work mechanisms and psychological perceptions of outsourced employees have unique dynamics compared to permanent employees who are not outsourced. The findings show that perceived organizational support, which should be a protective factor, contributes to increased burnout and turnover intention, possibly because the support is perceived as temporary, transactional, or not accompanied by a consistent reward system. Job insecurity has been proven to exacerbate job burnout and turnover intention because short-term contract status and career uncertainty are sources of constant stress. Employees feel that their future is uncertain, prompting them to seek more stable and long-term employment. Furthermore, high emotional intelligence does not always serve as a protective factor in the context of outsourced employees. On the contrary, high emotional intelligence may make employees more aware of injustice, more sensitive to emotional pressure, and more reflective in evaluating their future careers.

Furthermore, the results of the study reveal that work-family conflict is also a major trigger for burnout and turnover intention because outsourced employees often lack the flexibility and support needed to maintain a work-life balance. The conflict between professional demands and family obligations continues to put psychological pressure on employees, which ultimately weakens their commitment to the company. Finally, job burnout was proven to be a dominant factor driving turnover intention and partially mediates the effects of the four independent variables on turnover intention. An emotionally exhausting work environment, lack of recognition, and career uncertainty make outsourced employees feel trapped in a stagnant and unsatisfactory situation. This strengthens their desire to find a more humane, stable workplace that supports self-development.

These results contribute to the understanding of perceived organizational support, job insecurity, emotional intelligence, work-family conflict, and job burnout on turnover intention in the context of outsourcing companies. Theoretically, this study shows that factors commonly regarded as resources, namely organizational support and emotional intelligence, do not necessarily reduce burnout and turnover intention when employment is insecure. This finding helps explain the inconsistent results in previous studies and suggests that the employment arrangement should be considered when examining the role of personal and organizational resources in the formation of burnout and turnover intention.

The highlights of the findings are: 1) job insecurity, work-family conflict, and job burnout increase turnover intention, with job burnout having the largest effect; 2) perceived organizational support and emotional intelligence, which were expected to reduce burnout and turnover intention, instead increase both among outsourced employees; and 3) job burnout partially mediates the effects of perceived organizational support, job insecurity, emotional intelligence, and work-family conflict on turnover intention, with the largest indirect effect found for job insecurity.

There are several limitations in this study that need to be considered, including the scope, which only covers outsourced employees in Tangerang Regency. As a result, the results of this study cannot be generalized to other regions or different industrial sectors. Furthermore, although the respondents came from various types of outsourced jobs, this study did not control job type variation as a control variable or analyze it separately. This study also did not explore contextual organizational factors such as work culture, leadership style, or HR management systems that could moderate the relationship between variables. Finally, although the inclusion criteria specified a minimum employment period of one year, this study did not analyze differences in perceptions based on variations in length of employment in depth.

This finding can provide valuable input in the formulation of HR policy strategies, particularly for the management of contract workers and outsourcing. Several important points that management should pay attention to are the need to build a sustainable organizational support system that is not only temporary or based on transactional interests, so that employees feel truly valued and recognized for their contributions. The following are practical suggestions that management can implement to better manage outsourced employees: provide transparent information about the duration of employment contracts by holding explanatory sessions every six months about contract status.

Conducting work evaluations provides an opportunity to give constructive feedback and set development goals for employees. Use an Employee of the Month program as a way to reward employees who perform well in performance evaluations. These rewards can be in the form of certificates, small bonuses, or even recognition in front of coworkers. Provide technical training, soft skills training, or occupational safety training to outsourced employees as well. Assign internal supervisors to act as liaisons and mentors for outsourced employees, not just as instructors, and include outsourced employees in communication and stress management training.

Then the issue of job uncertainty must also be addressed seriously by providing clear and open information about employment status and future career development opportunities. The implication is that companies can coordinate with outsourcing vendors to provide placement guarantees at other clients if the contract ends. In addition, companies also need to pay attention to the balance between work demands and employees' personal lives by providing adequate facilities and support to reduce conflicts between work and family responsibilities, such as providing shift options (morning, afternoon, night) that can be chosen according to personal needs. In terms of emotional intelligence, it needs to be managed carefully so that the positive abilities of employees do not become a mental burden due to unfair treatment in the workplace. Therefore, creating a supportive work environment, providing certainty, and treating all employees fairly are important steps to reduce job burnout and turnover intention, while increasing the loyalty and well-being of outsourced employees in the long term. Beyond the company level, these findings are also relevant for local governments and labor authorities in industrial areas such as Tangerang Regency. As job insecurity is the strongest source of burnout and turnover intention, policymakers could strengthen the monitoring of outsourcing contract practices, particularly regarding the clarity of contract duration, contract renewal procedures, and the fulfillment of workers' basic rights. Such efforts may reduce the uncertainty faced by outsourced employees and support a more stable workforce in industrial areas.

Based on these limitations, further research should expand the geographical scope of the study by involving outsourced employees from various districts/cities in Indonesia to increase the generalizability of the results. In addition, the research could cover various industrial sectors such as manufacturing, services, technology, and banking to understand the differences in the characteristics of the relationship between variables based on different industrial contexts. Furthermore, developing a research model that includes additional variables such as work culture, leadership style, HR management systems, and length of employment could help to further understand how organizational dynamics play a role in reducing turnover intention.

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