

The Mediating Role of Job Burnout in the Relationship Between Intention to Leave Work and Psychological Contract Violation in Private Hospitals in Homs City

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Abstract

This study aims to identify the mediating role of job burnout in the relationship between intention to leave work and violation of the psychological contract in private hospitals in Homs City. The descriptive analytical approach was used as it suits the nature of the study and aims to reach a complete and accurate description of the study topic, collect and analyze data and test hypotheses. The study sample consisted of nurses from three hospitals in Homs city, where 110 questionnaires were distributed to the aforementioned sample, and 100 questionnaires valid for analysis were recovered, so the sample size was 100 male and female nurses. Among the most important findings of the study were: There is a direct relationship between psychological contract violation and job burnout. This result can be explained through the concept of psychological contract violation. There is also a direct relationship between job burnout and intention to leave work, and there is a significant effect of psychological contract violation on intention to leave work in the context of job burnout.

Keywords: Job burnout - intention to leave work - violation of the psychological contract - private hospitals.

JEL Classification: M12, J28, J41

1. Introduction

The psychological contract is considered an essential part of the employee's relationship with their organization. The contract contains a set of mutual promises and agreements that occur between the employee and their organization. The foundation of an organization's success depends primarily on the quality of the relationship between employees and their employer. However, organizations are often forced to violate these contracts and agreements presented to their employees as a result of rapid changes in the work environment that employees were

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previously unaccustomed to. These changes may affect what is known as a violation of the psychological contract, resulting in negative behaviors toward the organization, such as decreased job satisfaction, commitment, loyalty, trust, and performance, and a loss of social identity. This, in turn, can lead to employee burnout, increasing their desire to leave. This is particularly true for employees who are deeply committed to and feel a sense of belonging to their organizations. Their organizational commitment declines when they perceive their employer as treating relationships as transactional, leading to a greater intention to leave (Jerry et al., 2011).

This is referred to as "intention to leave," a psychological process comprised of perceived job satisfaction, labor market status, and perceptions of the costs of leaving. It is a form of job burnout that causes employees to emotionally distance themselves from the demands of the job, ultimately leading them to formally resign (Carlotta et al., 2023). This aspiration is one of dozens of direct outcomes associated with job burnout and an important indicator of employee dissatisfaction. (Ashry and Al-Derini, 2024), which will lead to negative results for organizations, such as increased costs related to recruitment and training and decreased service quality (Rojas Victoria et al., 2024). In light of the above, the researcher believes that the rapid changes in the current work environment have led to changes previously unaccustomed to employees. These changes may affect what is known as the violation of the psychological contract, leading to leaving the job and, consequently, entering the framework of job burnout, an inability to continue working due to the psychological changes caused by the work environment. In this research, the researcher will present the relationship between psychological contract violation and intention to leave work, highlighting the mediating role of job burnout in the relationship between psychological contract violation and intention to leave work among nurses.

The study's problem is the marked increase in the phenomenon of job burnout among nurses, and the resulting increase in their intention to leave work, threatening the stability of the nursing staff in Homs hospitals. This intention is likely due to the violation of the psychological contract among these nurses, and the resulting dysfunction in the psychological contract concluded within the job. Although numerous international studies demonstrate a relationship between job burnout and intention to leave the nursing profession, as well as between intention to leave and breach of the psychological contract in other sectors, it is clear that limited discussion has focused on this topic in the Syrian context. This is particularly true when combining the three variables and demonstrating their effects, as well as revealing the relationships between them. This lack of awareness of the impact of this phenomenon can lead to the loss of qualified nurses, in addition to declining healthcare quality and increasing the burden on the remaining nurses. Accordingly, this study seeks to answer the following main question:

What is the mediating role of job burnout in the relationship between intention to leave and breach of psychological contract in private hospitals in Homs? The importance of this study lies in its integration of scientific value and practical impact, as it addresses the relationship between job burnout and intention to leave.

Theoretical Significance: It contributes to enriching the Arabic literature by filling a clear research gap. It offers a unique analysis of the phenomenon of job burnout in a specific social and economic context, distinct from global environments. The study also adds scientific value by linking three previously unstudied variables (psychological contract violation, job leave, and job burnout), thereby enhancing our understanding of the mechanisms that lead to burnout. **Practical Significance:** The study provides results that can be directly used by the management of private hospitals in Homs. These findings enable informed, evidence-based decisions to design effective interventions that improve the work environment and reduce job burnout, thereby retaining nursing staff and avoiding the financial losses associated with resignation, which in turn positively impacts the quality of healthcare services.

Research Objectives

1. To identify the effect of psychological contract violation on intention to leave work.
2. To identify the effect of psychological contract violation on job burnout.
3. To identify the effect of job burnout on intention to leave work.
4. To identify the mediating effect of job burnout on the relationship between psychological contract violation and intention to leave work.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

study of Ivana et al. (2025) analyzes the impact of psychological contract violation and ethical leadership on employee turnover intention, with emotional exhaustion as a mediator, in the Indonesian state-owned banking sector, including Bank Mandiri, Bank Rakyat Indonesia (BRI), Bank Negara Indonesia (BNI), and Bank Tabungan Negara (BTN). The approach used was a quantitative approach with correlational methods, and data were analyzed using structural equation modeling (SEM) with AMOS 26 software. Data were collected through a Google Form questionnaire with a Likert scale of 1 to 5 from 206 employees who met specific criteria: respondents were Indonesian citizens, respondents worked at state-owned banks (Bank Mandiri, BRI, BNI, and BTN) in Indonesia, respondents were still actively employed, and respondents had at least one year of service at the bank. The results showed that psychological breach of contract significantly positively impacts emotional exhaustion, which in turn impacts turnover intentions. On the other hand, ethical leadership was found to significantly negatively impact emotional exhaustion and employee turnover intentions.

The main objective of the study Salama, et al., (2025) is to study the impact of awareness of artificial intelligence on employee turnover intentions in five-star hotels in Egypt, with a focus on shedding light on the mediating mechanisms of job burnout and psychological contract violation in this relationship. A partial least squares structural equation modeling (PLS-SEM) approach was used to test the proposed model on 303 responses from full-time employees in five-star hotel areas. The results indicate that AI awareness significantly contributes to increased employee intention to leave, job burnout, and perceived psychological contract violation. Additionally, both job burnout and perceived psychological contract violation have a positive impact on employee intention to leave.

Gharab and Bakousha, (2024) aims to identify the extent to which job burnout contributes to increasing the intention to leave work in the Directorate of Education of the Wilaya of Ouargla. The study was conducted on a random sample of 113 employees in the Ouargla Education Directorate, relying on a descriptive-analytical approach using a questionnaire as the primary data collection tool. The data was transcribed, tabulated, and analyzed using the Statistical Package for the Social Sciences (SPSS) version 26. The study ultimately reached a set of results, the most important of which are: the level of job burnout in the Ouargla Education Directorate is low; the intention to leave work is also low in the Ouargla Education Directorate; the coefficient of determination reached 0.45, which explains the variance in intention to leave work, i.e., the existence of an influential relationship between the dimensions of job burnout (Emotional exhaustion and low personal achievement) on intention to leave work in the Ouargla Education Directorate; While demographic variables (gender, marital status, and seniority) are not a factor in determining the intention to leave work among employees of the Ouargla Education Directorate, educational level is not.

The main objective of Al-Habashi's (2021) study is to identify the nature of the relationship between the perception of Assiut University faculty members of the university's breach of the psychological contract and their intention to leave work. The study relied on a descriptive-analytical approach, within a population represented by the administrative apparatus of Assiut University, with a sample of 367 individuals. The results confirmed a significant correlation between Assiut University employees' perception of the university's breach of the psychological contract, their perception of abusive supervision, and their intention to leave work. This provides important and practical evidence for

managing employees' intention to leave work, as well as their perception of the psychological contract and their perception of abusive supervision.

The primary objective of the study by Said, et al, (2021) was to investigate the impact of the COVID-19 pandemic on unpaid leave, the direct effects of psychological breach of contract on organizational distrust and employee turnover intention, and its indirect effects through emotional burnout. The study used partial least squares analysis to examine a dataset of 238 questionnaires from hospitality establishments. The results indicate a significant direct positive effect of psychological breach of contract on organizational distrust and positive indirect effects through emotional burnout. However, psychological breach of contract had no direct effects on employee turnover intention. The study also found a positive effect of organizational distrust on employee turnover intention.

This study Lu, et al, (2023) quantitatively analyzes the relationship between job turnover intention and turnover intention among nurses. Meta-analyses of both co-effects and random effects models were performed using R software with Spearman or Pearson correlation coefficients. Meta-regression, subgroup analysis, publication bias, and sensitivity analysis were also conducted. The results identified eighteen studies encompassing 8,908 nurses. Based on different perspectives regarding job turnover intention, sixteen studies explored nurses' job turnover intention in terms of both content and three-dimensional structure. Of these, nine studies reported a negative correlation between PC and TI (r values ranged from -0.20 to -0.45), while seven studies reported a positive correlation between PC and TI (r values ranged from 0.32 to 0.50). Overall PC and its sub-dimensions were found to be moderately correlated with TI, with the exception of PCE and PCE-I. In addition, two studies reported a correlation between PC scores and TI, with PCF, PCB, and PCV being strong predictors of TI among nurses. Meta-regression and subgroup analyses suggested that only nurses working in specialized departments might be a source of variation.

The study by Zaza, Armstrong, Riemenschneider, (2022) aimed to investigate theories of psychological contract and burnout to explore the precursors of turnover and withdrawal intention. Data were collected from 247 experienced IT professionals from various organizations. The study found that (1) burnout is a three-dimensional construct with reflexive dimensions: exhaustion, cynicism, and professional competence; (2) burnout influences turnover intention more than withdrawal intention among IT professionals; and (3) burnout is positively associated with psychological contract violation. Subsequent analysis indicates that for unmarried IT professionals, psychological contract violation influences psychological contract violation, but this is not the case for married IT professionals. The implications of the research and practice are discussed.

A study by Yu, et al (2022) developed a model for the relationship between psychological breach of contract and the job performance of new-generation employees, taking into account the mediating effect of burnout and the moderating effect of prior breach experience. Our hypotheses were tested using data from 235 respondents working in Yunnan Province, China. The results were as follows: First, psychological breach of contract had a significant negative impact on the job performance of new-generation employees, both in the entire sample and in two pooled samples; second, in both the overall sample and the pooled sample from state-owned enterprises, burnout partially mediated the negative relationship between psychological breach of contract and the job performance of new-generation employees, and prior breach experience positively mitigated the negative relationship between psychological breach of contract and the job performance of new-generation employees. Third, in the pooled sample of non-state-owned enterprises, burnout did not play a significant mediating role in the relationship between psychological breach of contract and the performance of new-generation employees, nor did prior breach experience play a significant moderating role in this relationship. These findings reveal the psychological mechanisms underlying the performance of new-generation employees at work and provide a valuable theoretical framework for new-generation employee management practices in various types of companies.

The study by Safitri, Hartartiyanto, (2023) aimed to demonstrate the impact of psychological contract breach (PCB) on key behavioral outcomes—job turnover intention, job performance, and burnout—among Indonesian nurses, with mindfulness as a mitigating factor. Given the increasing use of mindfulness in promoting mental and psychological well-being as a therapy, its specific effects on workplace behavior among nurses remain largely unexplored. To address this gap, the study surveyed 165 nurses across Indonesia using non-probability purposive sampling. The analysis was performed using SmartPLS version 4.0, which included preliminary reliability and validity assessments, followed by hypothesis testing through structural equation modeling. The results showed that PCB negatively affected both job turnover intention and burnout, consistent with previous research. However, contrary to expectations, PCB positively affected job performance. Mindfulness did not significantly mitigate the relationship between PCB disorder and job performance, quit intention, or burnout. These findings suggest that while PCB disorder negatively impacts quit intention and burnout, it may also lead to increased job performance, perhaps as a compensatory response. The limited mitigating effect of mindfulness highlights the need for more comprehensive strategies to address the negative effects of PCB disorder. These results underscore the complex relationships between psychological contract violations and employee behavior, emphasizing the need for healthcare organizations to address psychological contract issues and promote mindfulness practices to improve job performance and reduce burnout and quit intention.

The aim of the study by Baquero, (2022) was to investigate the impact of job insecurity on resignation intention among hospitality sector employees, integrating the mediating effects of psychological distress and resistance to change, and their interrelationship. A total of 312 questionnaires were administered in four four- and five-star hotels in the United Arab Emirates (Dubai and Sharjah). SmartPLS 4 software was used to test the hypotheses in a mediation model using the priming method. The results showed that all direct correlations were positive and significant, and mediating relationships were confirmed. This study found that job insecurity predicts resignation intention through psychological distress and resistance to change acting as mediators, and these same factors also significantly influence resignation intention. Resistance to change is significantly affected by job insecurity and psychological distress, suggesting that a deeper approach to employee resistance to change should be taken, particularly when conducting performance evaluations in the hotel sector, by investigating its root causes with the goal of reducing employee resignation intention.

Study Hypotheses

H.1. There is a significant effect of psychological contract violation on intention to leave.

H.2. There is a significant effect of psychological contract violation on job burnout.

H.3. There is a significant effect of job burnout on intention to leave.

H.4. Job burnout mediates the relationship between psychological contract violation and intention to leave.

2.1. Theoretical Framework

First: Job Burnout

The Concept of Job Burnout: Job burnout is a psychological phenomenon that has long attracted the attention of researchers due to its multiple impacts on members of society as a whole. It is one of the consequences of serious psychological crises affecting human cadres working in all institutions in general, negatively impacting the social, health, and psychological aspects of the individuals who suffer from it. It results from responding to the demands placed on the worker, which constitute stressors for them, which in turn increase their personal obligations and responsibilities. Due to the responsibilities created by these demands, Individuals begin to feel psychologically exhausted when faced with these demands, especially when working in an environment that does not provide adequate feedback and

rewards for their work (Gharab and Bakousha, 2024, p. 3). Job burnout is a negative phenomenon with dire consequences that can lead to the individual's separation from their organization and acceptance of any employment offers from companies. Organizations are seeking to investigate the factors behind this dangerous phenomenon in an attempt to reduce it (Al-Qahtani, 2021, p. 3). According to a study by Zheng et al. (2024), job burnout has negative effects on individuals' psychological and physical health. Physically, job burnout is associated with numerous health problems such as changes in brain structure and function, cardiovascular disease, musculoskeletal disorders, respiratory diseases, headaches, and infections. Psychologically, job burnout leads to impaired cognitive functions such as working memory, executive functions, and attention, in addition to emotional changes including anxiety and depression. The study also indicated that job burnout can lead to decreased job satisfaction and increased turnover, which increases staffing costs and is a major factor in the nurse shortage.

Dimensions of Job Burnout

The results of studies on the phenomenon of job burnout have indicated the presence of the following dimensions: (Attia, 2024)

Emotional exhaustion: This is the employee's loss of self-confidence and morale, and the complete depletion of their energies, accompanied by a sense of frustration and constant psychological stress. It also manifests as the depletion of the employee's emotional and internal resources, such that they feel they no longer have anything to contribute to their work. It is a general feeling of extreme fatigue that overwhelms the individual as a result of the burdens of work and the excessive responsibilities required of them.

Emotional detachment (cynicism): This refers to the employee adopting negative and sarcastic attitudes toward the public and colleagues. It also refers to treating others as objects rather than human beings. The employee tends to frequently complain, criticize, blame others, be indifferent, remain cold in relationships, and ridicule others. This represents a means of self-defense and reducing feelings of guilt.

Low personal achievement (job dissatisfaction): This dimension appears when an employee begins to evaluate themselves negatively, feeling that he is no longer competent at their job compared to their colleagues, and that they are unable to fulfill their obligations in life in general. Its symptoms also include a feeling of failure, an inability to deal with problems effectively, and a lack of happiness and harmony at work.

2.2. Intention to Leave Work

The concept of intention to leave work: Many researchers have found that there is a paucity of definitions of intention to leave work. This is due to researchers considering it a self-explanatory factor without the need for a definition. However, Colle recently defined the intention to leave work as one of the trends that lead to a cessation of belonging to a social system, initiated exclusively and personally by the worker. All literature primarily expresses this phenomenon as the intention to leave work. This may not guarantee that this intention will be transformed into actual behavior unless there are motives and factors that contribute to this (Nasser Haider, 2014). This includes the worker's resignation from the organization and leaving it, which may cost the organization a high cost, such as the cost of training and recruitment to obtain new employees. Therefore, it is the individual's intention to leave and put a final end to work. It is one of the trends that leads the sector away from belonging to the system and departing from the control of the institution. The initiative is personal in and of itself, or due to work circumstances (Ben Sheikh, 2018, p. 7). The concept of leaving work also refers to voluntarily resigning from work in an organization, and there is no doubt that leaving work constitutes a cost. Turnover is significant for any organization, and the costs of leaving work typically include recruitment and hiring costs, as well as training and development costs to meet the job's skill

requirements. Therefore, leaving work is a critical issue for organizational leaders, as it disrupts operational processes and negatively impacts the morale of remaining employees. Furthermore, it increases the costs of attracting and hiring new employees (Al-Hamidi, Al-Yousfi, and Al-Essa, 2018, p. 268). Based on the previous definitions, the researcher believes that the intention to leave work is the employee's intention to end their employment relationship with the organization they work for and consider another, better job.

Factors Influencing Intention to Leave Work: The factors influencing intention to leave a job are classified into three main categories. Studies indicate that an employee's willingness to resign is influenced by a variety of these factors, including social and economic factors related to general market conditions, such as inflation and unemployment rates, which drive individuals to seek better opportunities, as well as demographics, which influence job availability. Individual factors include the employee's personal and professional characteristics. Older individuals with more seniority tend to remain in their jobs, while employees with higher levels of education and skills are less likely to leave. Furthermore, employees with strong commitment and engagement with their work are less likely to resign. Organizational factors relate to the organization's internal environment; the size of the organization, ease of access to information, effective communication, and support from management are all factors that reduce employee desire to leave (Nasser and Haider, 2014). On the other hand, Griffith views the concept of employee turnover as a phenomenon of employee change resulting from joining and leaving a job. He categorizes the factors that lead to employee turnover as follows: (Ben Sheikh, 2018, p. 8)

- Centralization and lack of delegation of authority
- Commitment and lack of adherence to the letter of laws and regulations, and a focus on subprograms and programs that disrupt the workflow
- Leadership gaps and difficulty communicating between senior management and employees
- Lack of conviction regarding employee participation in senior management decisions
- Fear of change, management resistance, and the need to maintain the status quo
- Ostracization by colleagues and lack of material and moral incentives for creative individuals.

2.3. Violation of the Psychological Contract

The Origins of the Psychological Contract

First, going back to the origin of this concept. Researchers trace the origins of the psychological contract to the 1930s, specifically to the contributions of Barnard, who presented the equilibrium theory. He postulated that the continued participation of individuals in an organization depends on the adequate rewards it provides. From this theory lies the idea of exchange in its relationship with them. According to Barnard (1938), the psychological relationship between individuals and organizations (employers) results from a cooperative exchange process between them. He thus presented a modern vision of the contents of the psychological contract through relational and transactional exchange. He also believes that the individual is the strategic element in the organization, so the organization can maximize their productive and cooperative contribution by offering them incentives, not only material (transactional - rewards) such as pay, promotion, and other desirable material conditions, but also non-material (relational) such as appreciation for personal ideas, social support, and moral support. In 1958, March and Simon expanded Barnard's equilibrium theory by presenting a model they called the Contribution and Incentives Model. They presented their theory, which asserts that individuals' continued participation in work depends on their perception that the organization offers them incentives and incentives that are equal to or greater than their own contributions. Conversely, from the organization's perspective, it needs individuals' contributions to be reciprocated by the incentives and rewards it provides, which are equal to or greater than their contributions (Abu Taqiya, 2017).

The Concept of Psychological contract violation and Its Consequences

Many authors emphasize that the central idea in psychological contract theory is psychological contract violation and psychological contract violation. This is because the concept of psychological contract violation and violation provides a fundamental explanation for why breaching the psychological contract negatively impacts the attitudes and behaviors of employees within an organization (Sanussi, 2023, p. 690). The concept of contract breach and violation is also a vital element and core idea in psychological contract theory because it provides a fundamental explanation for why the psychological contract negatively impacts employees' feelings, attitudes, and behaviors. The concept of contract breach and violation in the psychological contract is a legal contract concept that expresses the breach by one party of one of the contract's terms or clauses. In general, a breach of contract represents the opposite of an organization's failure to fulfill one or more of its obligations and promises to employees. In the context of psychological findings, any perception or evaluation of an event is, under certain circumstances, followed by an emotional response. Since the perception process expresses a cognitive perception and evaluation process of failure to fulfill the psychological contract, a breach of the psychological contract refers to the negative emotional response that can follow the breach stage. Therefore, a breach of the psychological contract refers to the feelings of anger and betrayal experienced by an employee when they believe their organization has failed to keep its promises (a breach of the psychological contract) (Murad, 2019). A breach of the psychological contract has numerous consequences that impact employees. Numerous studies have examined the negative impact of a breach of the psychological contract on: (Sanussi, 2023, p. 691)

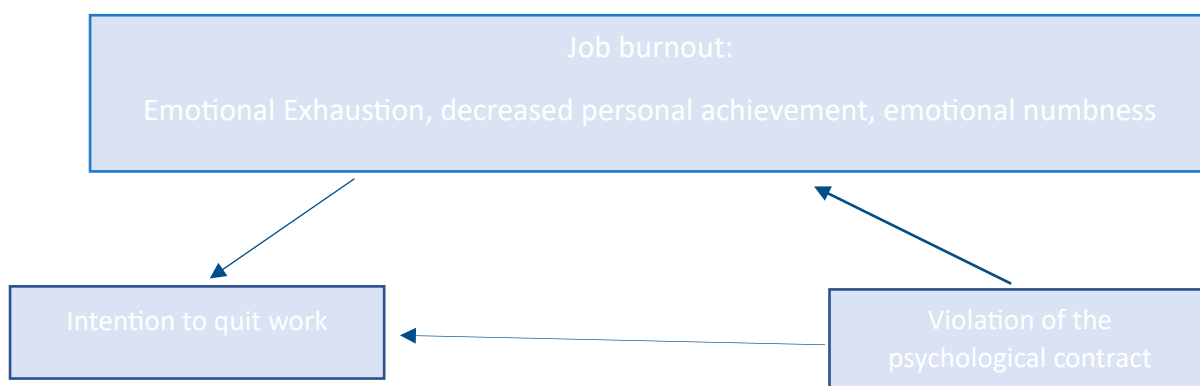
- Job satisfaction and organizational commitment
- Official role behavior and organizational citizenship behavior
- Job engagement and innovative work behavior
- The positive impact on: emotional exhaustion, deviant work behavior, and job turnover

3. Data and Methodology

The sample included 100 nurses (male and female) in private hospitals in the city of Homs. The study sample was chosen to include nurses from (Al-Muzayna - Farzat Ayoub - Al-Ahli) hospitals. The research instrument in this context is a questionnaire, part of which was distributed in the field and part electronically to nurses in hospitals.

Study Diagram:

Figure No (1)



Source: Prepared by the researcher

Reliability of the Study Tool: The Cronbach's alpha test was used to test the reliability of the tool as follows:

Table (1): Alpha coefficient values

variable	phrases	Cronbach's alpha
breach and violation of the psychological contract	9	.799
Burnout	4	.750
Intention to leave work	22	.800
Survey	35	.911

Source: Prepared by the researcher based on study sample data.

The coefficient values for all variables are greater than 0.7, indicating good stability and reliability for all variables. The Cronbach's alpha value for the questionnaire is 0.911, indicating high reliability.

Describing the characteristics of the sample members: This information is collected to understand the characteristics of the respondents.

Table (2): Percentages for the gender variable

		repetition	ratio
Valid	male	60	60
	Female	40	40
	Total	100	100

Source: Prepared by the researcher based on data from a study sample.

The results indicate that the percentage of males in the study sample is 60%, while the percentage of females is 40%. This is due to the nature of work in these hospitals, which requires employees of both genders

Table (3): Percentages by academic qualification

		repetition	ratio
Valid	Less than high school	13	13.0
	High school diploma	19	19.0
	Intermediate Institute	16	16.0
	University degree	52	52.0
	Total	100	100

Source: Prepared by the researcher based on data from the study sample.

The results indicate that most highly qualified individuals work in these hospitals. This different distribution of academic qualifications in different professions leads to a different distribution of academic qualifications in the study sample. Furthermore, working in hospitals requires different academic qualifications.

Table (4): Percentages by years of work at the current hospital

		repetition	ratio
Valid	Less than 5 years	39	39.0
	5-9 years	36	36.0
	More than 9 years	25	25.0
	Total	100	100

Source: Prepared by the researcher based on data from a study sample.

The results indicate that most of the people who have been working at the current hospital for a short period are new graduates. These typically receive lower wages than nurses with more experience

Table (5): Percentages by academic qualification

		repetition	ratio
Valid	less than 40	41	41.0
	40-45	22	22.0
	45-50	20	20.0
	More than 50	17	17.0
	Total	100	100

Source: Prepared by the researcher based on data from a study sample.

The results indicate that the percentage of individuals under the age of 40 is 41%, while the percentage of those aged 40-45 is 22%, those aged 45-50 is 20%, and those over the age of 50 is 17%.

Descriptive Analysis of Study Variables

Independent Variable: Violation of the Psychological Contract

Table (6): Results of the Descriptive Analysis of Violation of the Psychological Contract

phrase	Average	standard deviation	Level of approval
Most of the promises made by the hospital where I work during the recruitment period were later fulfilled.	3.99	1.01	High
The hospital fulfilled its promises stipulated in the contract.	3.92	1.11	High
The hospital has done an excellent job of keeping its promises to me so far.	3.73	.990	High
I did not receive everything I was promised for my contributions to the hospital.	3.81	1.19	High
The hospital did not keep many of its promises to me, even though I fulfilled my obligations to it.	3.54	1.40	High
I feel extremely disappointed with the way I have been treated by the hospital where I work.	3.98	1.17	High
I feel like the hospital where I work has violated our contract.	3.89	1.18	High
I feel betrayed by the hospital where I work.	3.83	1.34	High
I feel a lot of anger towards the hospital where I work.	3.74	1.36	High
The axis of breach and violation of the psychological contract	3.82	.740	High

Source: Prepared by the researcher based on data from a study sample.

The overall mean for the axis was 3.8256, and the standard deviation was 0.74715. Indicating that there is a degree of variance in hospital nurses' responses, but they agree that there is a violation of the psychological contract—that is, there is a failure to fulfill the promises made to hospital nurses.

Despite adherence to commitments during the recruitment period, failure to fulfill contractual promises leads to employee frustration.

Dependent variable: Intention to leave work

Table (7): Results of the descriptive analysis of intention to leave work

phrase	Average	standard deviation	Level of approval
I always think about leaving my current job in the hospital.	3.86	1.04	High
Within the next year I will likely look for a job at another hospital.	3.81	1.13	High
I have recently been spending a lot of time looking for another job.	3.76	1.12	High
When the working conditions I want are not met, I strongly consider leaving my current job.	4.10	.730	High
The axis of intention to leave work.	3.88	.770	High

Source: Prepared by the researcher based on data from the study sample.

The overall mean for the axis was 3.8825, and the standard deviation was 0.77154, which means that there is a degree of variance in hospital nurses' responses, but they agree that they are considering leaving their current job. That is, hospital nurses feel dissatisfied with their current job. This feeling could result from several factors. This will help reduce nurses' feelings of dissatisfaction, and thus reduce their desire to leave work

Mediating Variable: Job Burnout

1- Emotional exhaustion Dimension

Table (8): Results of the Descriptive Analysis of the Emotional exhaustion Dimension

phrase	Average	standard deviation	Level of approval
I feel physically tired from work	3.73	1.15	High
I feel tired when I wake up in the morning to go to work	3.34	1.31	middle
I feel like there is no future for me at work.	3.71	1.13	High
I find my work exhausting.	3.79	1.04	High
I find my work frustrating.	3.75	1.13	High
I feel like I put a lot of effort into my work.	3.89	.660	High
Working with patients stresses me out.	3.59	1.33	High
Teamwork bothers me.	3.40	1.13	High
Dealing directly with people causes me a lot of stress.	3.54	1.19	High
Emotional exhaustion axis	3.63	.840	High

Source: Prepared by the researcher based on data from a study sample.

The overall mean for the axis was 3.6378, and the standard deviation was 0.84585, which means there is a degree of variance in hospital nurses' responses. However, in general, they agree that they feel emotionally stressed at work due to work pressures and numerous responsibilities. Therefore,

hospitals should work to provide the necessary support for patients by restructuring and distributing tasks fairly, and providing training and qualifications for employees

2- Emotional exhaustion Dimension

Table (9): Results of the Descriptive Analysis of the Emotional exhaustion Dimension

phrase	Average	standard deviation	Level of approval
I can easily understand the feelings of satisfaction.	3.90	1.07	High
I deal efficiently with patients' problems.	4.02	0.99	High
I feel energetic and full of energy.	4.06	0.70	High
I can easily create a comfortable atmosphere.	3.95	0.83	High
I feel happy after dealing with patients	3.90	0.62	High
I feel like I'm doing valuable things at work.	4.12	0.68	High
I deal with personal problems calmly.	3.76	0.92	High
I feel like I have an impact on other people's lives.	4.14	0.76	High
lack of personal achievement	3.98	0.44	High

Source: Prepared by the researcher based on data from the study sample.

The overall mean for the axis was 3.9813, and the standard deviation was 0.44749, indicating that there was a slight degree of variance in the hospital nurses' responses. This suggests that the majority of hospital nurses in the research sample agreed that they did not feel a Reduced personal accomplishment in their work. That is, nurses feel a greater sense of impact on the lives of others, which may reflect a broader sense of accomplishment. However, there was a lower assessment of their sense of calm and confidence when dealing with personal problems.

3- Emotional Numbness:

Table (10): Results of the descriptive analysis of the emotional numbness dimension

phrase	Average	standard deviation	Level of approval
I treat patients without feelings	1.46	0.62	very low
I worry that my job is making me become more cruel.	1.74	0.59	very low
I don't care what happens to the patients.	1.58	0.68	very low
I feel like patients blame me for problems they have in their interactions with me at my practice.	1.88	0.62	low
I became more cruel to others since I took on this job.	1.70	0.57	very low
numbness of feelings	1.67	0.38	very low

Source: Prepared by the researcher based on data from the study sample.

The overall mean for the axis was 1.6720, and the standard deviation was 0.38088, which means there is a low degree of variance in the responses of the hospital nurses in the research sample. However, in general, they do not agree that they suffer from emotional numbness, despite their exposure to work pressures and numerous responsibilities. From the above, it can be said that the hospital nurses in the research sample feel greatly disappointed by the failure to fulfill the promises made to them during the recruitment period or in the contract concluded between them.

This feeling of disappointment plays an important role in increasing job burnout, which in turn leads to an increased intention to leave work.

Hypothesis Testing: To test the hypotheses, a simple linear regression analysis was applied as follows:

- 1) **Hypothesis 1:** There is a significant effect of psychological contract violation on intention to leave work.

Table (11): Results of the regression analysis for the first hypothesis

The model	Key indicators		Analysis of variance		Transaction Test		
	Correlation coefficient R	Coefficient of determination R2	Calculated F value	Significance level	Regression coefficients	t value	Significance level
constant					0.681	2.85	0.005
Violation of the psychological contract	0.811	0.657	187.6	0.000	0.837	13.6	000

Source: SPSS Calculations

Based on the results of the first hypothesis test, the hypothesis was supported, as follows:

The direction of the correlation coefficient is positive, meaning that an increase in psychological contract violation leads to an increase in the intention to leave work. The size of the correlation coefficient is large, equal to 0.811, indicating a strong, positive relationship between the two variables. The coefficient of determination is also large, equal to 0.657, meaning that psychological contract violation explains 65.7% of the variance in intention to leave work. The calculated F value is very large, equal to 187.6, indicating that the model fits the data well. The significance level is very small, equal to 0.000, indicating that the relationship between the two variables is statistically significant. The calculated t value is very large, equal to 13.6, indicating that the relationship between the two variables is statistically significant. The regression coefficient value is 0.837, which is a large, positive value. Indicating that a one-unit increase in psychological contract violation leads to a 0.837-unit increase in intention to leave.

The residuals were tested to verify the model's quality

Table (12): Model quality indicators

Test value	Durbin-Watson coefficient for testing autocorrelation of residuals	Normal distribution of residuals
	1.81	0.201

Source: SPSS calculations

The Durbin-Watson coefficient for the autocorrelation of the residuals is 1.81, indicating that there is weak autocorrelation between the residuals. Indicating that the model does not suffer from the problem of autocorrelation, which occurs when the residuals are serially correlated with each other, affecting the reliability of the model.

The normal distribution of the residuals is 0.201, meaning that the residuals follow a normal distribution. Indicating that the model meets the requirement of simple linear regression, which states

that the residuals should be normally distributed around zero, indicating that the model well represents the relationship between the two variables.

The regression equation for the relationship between the two variables is given by:

$$y=0.681+0.837x+\epsilon$$

Thus, the model demonstrates a good fit to the data and, accordingly, that breach of the psychological contract is one of the most important factors leading to intention to leave work, as nurses feel there is no reason to stay at the hospital.

Hypothesis 2: There is a significant effect of the psychological contract violation variable on job burnout.

Table (13): Results of the regression analysis for the second hypothesis

The model	Key indicators		Analysis of variance		Transaction Test		
	Correlation coefficient R	Coefficient of determination R2	Calculated F value	Significance level	Regression coefficients	t value	Significance level
constant					1.544	15.7	000
Violation of the psychological contract	0.863	0.727	261.4	0.000	0.406	16.1	000

Source: SPSS Calculations

Based on the results of the second hypothesis test, the hypothesis is accepted, as: The direction of the correlation coefficient is positive, meaning that an increase in psychological contract violation leads to an increase in job burnout.

The size of the correlation coefficient is large, equal to 0.863, indicating a strong, positive relationship between the two variables. The coefficient of determination is also large, equal to 0.727, meaning that psychological contract violation explains 72.7% of the variance in job burnout. The calculated F value is very large, equal to 261.4, indicating that the model fits the data well. The significance level is very small, equal to 0.000, indicating that the relationship between the two variables is statistically significant. The calculated t value is very large, equal to 16.1, indicating that the relationship between the two variables is statistically significant. The regression coefficient value is 0.406, which is a large, positive value. Indicating that a one-unit increase in psychological contract violation leads to a 0.406-unit increase in burnout.

The residuals were tested to verify the quality of the model

Table (14): Model Quality Indicators

Test value	Durbin-Watson coefficient for testing autocorrelation of residuals	Normal distribution of residuals
	1.82	0.243

Source: SPSS calculations

The Durbin-Watson coefficient for the autocorrelation test of the residuals is 1.82, indicating that there is weak autocorrelation between the residuals. Indicating that the model does not suffer from the

problem of autocorrelation, which occurs when the residuals are serially correlated with each other, affecting the reliability of the model.

The normal distribution of the residuals is 0.243, meaning that the residuals follow a normal distribution. Indicating that the model meets the requirement of simple linear regression, which states that the residuals should be normally distributed around zero, indicating that the model well represents the relationship between the two variables.

The regression equation for the relationship between the two variables is given as follows:

$$y=0.681+0.837x+\epsilon$$

Thus, it is found that the model demonstrates a good fit to the data. Based on the above, it can be said that breach of the psychological contract is one of the most important factors leading to job burnout, as nurses feel there is no reason to put effort into their work.

Hypothesis 3: There is a significant effect of job burnout on the intention to leave work.

Table (15): Results of the regression analysis for the third hypothesis

The model	Key indicators		Analysis of variance		Transaction Test		
	Correlation coefficient R	Coefficient of determination R2	Calculated F value	Significance level	Regression coefficients	t value	Significance level
constant					-0.528	-1.02	0.307
burnout	0.657	0.431	74.3	0.000	1.424	8.62	000

Source: SPSS Calculations

Based on the results of the third hypothesis test, the hypothesis is accepted, as follows: The direction of the correlation coefficient is positive, meaning that an increase in job burnout leads to an increase in the intention to leave work. The size of the correlation coefficient is good, equal to 0.657, indicating a strong, positive relationship between the two variables. The coefficient of determination is also large, equal to 0.431, meaning that job burnout explains 43.1% of the variance in the intention to leave work. The calculated F value is very large, equal to 74.3, indicating that the model fits the data well. The significance level is very small, equal to 0.000, indicating that the relationship between the two variables is statistically significant. The calculated t value is very large, equal to 8.62, indicating that the relationship between the two variables is statistically significant. The regression coefficient value is 1.424, which is a large, positive value. Indicating that a one-unit increase in job burnout leads to a 1.424-unit increase in intention to leave.

The quality of the model was documented as follows:

Table (16): Model quality indicators

Test value	Durbin-Watson coefficient for testing autocorrelation of residuals	Normal distribution of residuals
	1.91	0.166

Source: SPSS calculations

The Durbin-Watson coefficient for the autocorrelation test of the residuals is 1.91, indicating that there is weak autocorrelation between the residuals. Indicating that the model does not suffer from the problem of autocorrelation.

The normal distribution of the residuals is 0.166, meaning that the residuals follow a normal distribution. Indicating that the model meets the requirement of simple linear regression, which states that the residuals should be normally distributed around zero, indicating that the model well represents the relationship between the two variables.

The regression equation for the relationship between the two variables is given as follows:

$$y=1.424x+\varepsilon$$

Based on the above, it can be said that job burnout is one of the most important factors leading to the intention to leave work, as nurses feel that there is no reason to stay in the hospital.

Hypothesis Four: There is a significant effect of psychological contract violation on the intention to leave work in light of job burnout.

Table (17): Path analysis results for the fourth hypothesis

Description	probability value	Table value	standard error	Impact parameter			
The impact of psychological contract violation on intention to leave work	***	16.253	.025	.406	X	<---	z
The impact of job burnout on the intention to leave work	.257	-1.133	.243	-.275	z	<---	y
The impact of psychological contract violation on intention to leave work	***	8.201	.116	.949	X	<---	y

Source: AMOS software calculations

Based on the results of the hypothesis test, the null hypothesis can be rejected and accept the alternative hypothesis, which is that there is a significant effect of psychological contract violation on intention to leave in the context of job burnout. The effect parameter for psychological contract violation on intention to leave indicates that each unit increase in psychological contract violation leads to a 0.406 unit increase in intention to leave. The p-value for psychological contract violation on intention to leave is 0.000, which is very low, indicating that the relationship between the two variables is statistically significant at the 0.05 significance level.

Given that the direct effect of psychological contract violation on intention to leave (0.406) is lower than the indirect effect (0.949), and that the effect of burnout on intention to leave is insignificant, this indicates partial mediation of job burnout in the relationship between psychological contract violation and intention to leave. Indicating that job burnout plays a role in the relationship between psychological contract violation and intention to leave, and this result can be explained by burnout theories. These theories suggest that burnout is the result of an interaction between individual and organizational factors. Among the organizational factors contributing to burnout is the violation of the psychological contract. According to this theory, a violation of the psychological contract leads to nurses feeling dissatisfied with their work, decreased motivation, increased stress, decreased productivity, and increased thoughts of leaving the job. All of these factors contribute to burnout.

Because burnout is closely linked to the intention to leave, a nurse experiencing burnout is more likely to make the decision to leave.

Source: AMOS program calculations

The model quality indicators were verified:

Table (18): Model quality indicators

Model	NPAR	CMIN	DF	P	CMIN/DF
model	3	35.863	3	.000	11.954

Source: AMOS program calculations

Based on the model quality results, this infers that the model is of good quality. This is because the CMIN/DF value is very small, at 11.9. This value indicates that the model fits the data well.

Table (19): Model Quality Index

Model	NPAR	CMIN	DF	P	CMIN/DF
model	3	35.863	3	.000	11.954

Source: AMOS software calculations

The RMSEA value is 0.004, which is much lower than 0.05. Indicating that the model fits the data well, and there are no significant differences between the data and the model.

Discussion of results

4. Results

1. The results showed that most of the research sample agreed that the hospital they work for violated the psychological contract between them. They feel greatly disappointed with the hospital they work for due to the failure to fulfill the promises made to them during the recruitment period or in the contract signed between them.
2. Most of the research sample intend to leave their current job within the hospital. They feel dissatisfied with their current job and are considering leaving. This feeling stems from several factors, such as the failure to fulfill the promises made to them during the recruitment period or in the contract signed between them, or exposure to job burnout.
3. The results showed that the majority of the research sample agreed that they feel emotionally exhausted at work. This result is attributed to several factors, most notably work pressure, excessive responsibilities, and low job satisfaction.
4. Despite experiencing work pressure and stress, the results showed that the majority of the research sample disagreed with their feelings of decreased personal accomplishment at work.
5. The results revealed that the majority of the research sample strongly disagreed with their feelings of emotional numbness, despite their exposure to work pressure and numerous responsibilities.
6. Psychological contract violation and intention to leave: There is a direct relationship between psychological contract violation and intention to leave. This is explained by the fact that psychological contract violation indicates a breach of mutual obligations between the nurse and the employer.
7. The results show a direct relationship between psychological contract violation and job burnout. This relationship is attributed to the employer's failure to adhere to mutual commitments, which may include: rewards, recognition, professional development, a safe environment, or fairness. When nurses feel this contract has been violated, they experience frustration, dissatisfaction, and a loss of confidence, which makes them less interested in their work, ultimately leading to physical and psychological exhaustion (burnout).

8. There is a direct relationship between job burnout and intention to leave. This is explained by the fact that nurses' feelings of burnout lead to a loss of motivation and interest in their work, which increases the likelihood of intention to leave. This intention results from nurses' feeling unable to cope with work pressures and a lack of deserved recognition and rewards.
9. There is a significant effect of psychological contract violation on intention to leave in the presence of job burnout. Since the direct effect of psychological contract violation on intention to leave is smaller than the indirect effect, and the effect of burnout on intention to leave is small, the mediation in this case is partial. This suggests that job burnout plays a mediating role in explaining the relationship between psychological contract violation and intention to leave.

Conclusion

The research concludes that both the worker and the organization rely on psychological contracts to guide behaviors, and that failure of one party to fulfill its obligations will result in a breach of the psychological contract. This breach is the primary reason for the violation of the psychological contract (according to the worker's interpretation and the circumstances), which generates strong negative feelings including anger and frustration, and may lead to leaving work and withdrawing, and sometimes to job burnout. Whatever the reasons, employee burnout leads to the disruption of the organization's operations or even the cessation of its work if the employee holds a high-ranking position.

Recommendations:

Based on the study findings, the following recommendations can be made:

- Hospital administrators must recognize the importance of fulfilling mutual obligations between nurses and employers, which may include rewards, recognition, development, a safe environment, and justice. This is because breaching the psychological contract generates multiple negative effects, most notably increased job burnout and increased desire to leave.
- Managers must focus on ensuring the health and safety of nurses and providing a safe and healthy work environment. This is essential because work pressures and multiple responsibilities are major and direct factors that can lead to job burnout.
- Organizational justice must be ensured, equal opportunities provided to employees, and their efforts fairly recognized. Failure to achieve organizational justice directly leads to job burnout and increased intention to leave.
- It is important to emphasize the implementation of human resource management practices in hospitals and the provision of learning and training opportunities for nurses. This is because continuous professional development can contribute to alleviating work stress.
- It is essential to recognize that nurses' professional needs and expectations vary across generations, and to develop programs and activities that target and meet these varying needs and expectations of different working generations.
- It is essential to monitor job burnout periodically and regularly to ensure that the necessary preventive measures are taken to mitigate its negative effects before they escalate.

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