

The Effect of Psychological Contract Breach on Turnover Intention Among Generation Z Employees

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Abstract-Turnover intention among Generation Z employees has become a significant challenge for organizations due to changing work expectations and high workforce mobility. One factor that may contribute to employees' intention to leave is Psychological Contract Breach, which refers to employees' perceptions that the organization has failed to fulfill promised obligations and expectations. Therefore, this study aims to examine the effect of Psychological Contract Breach on Turnover Intention among Generation Z employees. This research employed a quantitative approach using a survey method. Data were collected from 126 Generation Z employees through a structured questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that Psychological Contract Breach has a positive and significant effect on Turnover Intention. The structural model demonstrates substantial explanatory power, with an R-square value of 0.691, indicating that the independent variable explains 69.1% of the variance in turnover intention. These findings support Social Exchange Theory, suggesting that employees who perceive unfulfilled organizational obligations are more likely to develop intentions to leave the organization. This study contributes to the literature on psychological contracts and employee retention while providing practical implications for organizations in managing Generation Z employees through the fulfillment of organizational commitments and expectations.

Keywords: Psychological Contract Breach; Turnover Intention; Generation Z Employees; Social Exchange Theory; PLS-SEM

1. INTRODUCTION

Generation Z has become one of the dominant cohorts in today's workforce. Individuals born between 1997 and 2012 are characterized by high adaptability to technology, a strong desire for flexibility, rapid access to information, and greater expectations regarding fairness, career development, and meaningful work. As the number of Generation Z employees continues to increase, organizations are confronted with new challenges related to employee retention. One of the most prominent issues is the high tendency of Generation Z employees to change jobs compared to previous generations. This phenomenon is reflected in the increasing rate of turnover intention among young employees, which has become a major concern for organizations because it can lead to substantial costs associated with recruitment, selection, training, and loss of organizational knowledge. Turnover intention refers to an employee's conscious and deliberate willingness to leave the organization in the near future. Previous studies have demonstrated that turnover intention is one of the strongest predictors of actual turnover behavior. Employees who experience dissatisfaction, unmet expectations, or negative work experiences tend to develop intentions to seek alternative employment opportunities. In the context of Generation Z, turnover intention appears to be more prevalent because this generation tends to prioritize career growth, work-life balance, organizational support, and psychological well-being. Consequently, organizations need to identify factors that contribute to turnover intention among Generation Z employees in order to develop effective retention strategies.

Recent workforce reports indicate that Generation Z employees demonstrate higher job mobility and stronger intentions to change employers compared to previous generations. Unlike earlier generations, Generation Z tends to prioritize career development opportunities, organizational support, work-life balance, and meaningful work experiences. As a result, organizations face increasing challenges in retaining young employees, making turnover intention among Generation Z an important issue for both researchers and practitioners. High turnover rates may lead to increased recruitment costs, loss of organizational knowledge, and reduced organizational effectiveness.

One important factor that may explain employees' intention to leave is Psychological Contract Breach (PCB). Psychological contracts represent employees' beliefs regarding mutual obligations between themselves and their organizations. Unlike formal employment contracts, psychological contracts involve unwritten expectations concerning career opportunities, organizational support, fair treatment, recognition, job security, and professional development. When employees perceive that the organization fails to fulfill these implicit promises, a psychological contract breach occurs. According to Social Exchange Theory, employees who perceive breaches in organizational obligations tend to reciprocate negatively through reduced commitment, lower job satisfaction, diminished work engagement, and increased turnover intention. Empirical evidence consistently supports the negative consequences of psychological contract breach. Research conducted by (Lv et al., 2023) found that psychological contract violation significantly increased turnover intention through reduced organizational commitment among employees affected by organizational downsizing. Similarly, (Yin, 2025) reported that psychological contract breach positively influenced turnover intention among clinical nurses and acted as a significant mediating mechanism between workplace stressors and employees' intentions to leave. Furthermore, (Zhao et al., 2025) demonstrated that psychological contract violation mediated the relationship between socially responsible human resource management and turnover intention, indicating the critical

role of psychological contracts in employee retention. (Charoenrat & Colleagues., 2025) also found that fulfillment of psychological contracts positively influenced organizational trust and employee engagement among Generation Z employees in Thailand. These studies collectively suggest that psychological contract perceptions remain an important determinant of employee attitudes and behavioral intentions.

Although previous studies have extensively investigated psychological contract breach and turnover intention, several research gaps remain. First, most existing studies have focused on general employee populations, healthcare workers, public sector employees, or hospitality workers, while research specifically examining Generation Z employees remains limited. Second, studies focusing on Generation Z employees have predominantly examined factors such as job satisfaction, work engagement, organizational commitment, work environment, resilience, and work-life balance as predictors of turnover intention. Limited attention has been given to psychological contract breach as a direct antecedent of turnover intention among this generation. Third, the unique characteristics of Generation Z, including their higher expectations regarding transparency, career progression, organizational support, and meaningful work, suggest that psychological contract breaches may have stronger implications for their turnover decisions compared to previous generations. However, empirical evidence addressing this possibility remains scarce. The urgency of this research is further supported by the increasing workforce participation of Generation Z and the growing concern regarding employee retention in contemporary organizations. Organizations that fail to understand the expectations and perceptions of Generation Z employees may experience increased turnover rates, decreased productivity, and difficulties in maintaining organizational continuity. Since psychological contracts are formed through daily interactions, organizational practices, and perceived promises, identifying their role in shaping turnover intention can provide valuable insights for human resource management practitioners.

Although numerous studies have examined the relationship between psychological contract breach and turnover intention, several important research gaps remain. First, most previous studies have focused on healthcare workers, hospitality employees, public sector employees, and general employee populations. Limited empirical evidence specifically investigates Generation Z employees, despite their increasing dominance in the labor market. Second, previous studies have primarily examined turnover intention through variables such as job satisfaction, organizational commitment, work engagement, and work-life balance, while the direct effect of psychological contract breach on turnover intention among Generation Z employees remains underexplored. Third, empirical studies investigating this relationship in the Indonesian context are still relatively limited, creating a need for further investigation. The novelty of this study lies in its specific focus on Generation Z employees as the unit of analysis. While previous studies have generally examined psychological contract breach across broader employee populations, this study investigates its impact within a generation characterized by distinct workplace expectations, including flexibility, transparency, rapid career progression, and meaningful work. By focusing on Generation Z employees in Indonesia, this research extends the application of Social Exchange Theory and provides updated empirical evidence regarding employee retention in contemporary workforce settings.

This study contributes to the existing literature in two ways. Theoretically, it extends the application of Social Exchange Theory in explaining turnover intention among Generation Z employees. Practically, it provides insights for organizations regarding the importance of fulfilling psychological contracts to improve employee retention and reduce turnover intention among young employees. This study offers a solution by examining the influence of psychological contract breach on turnover intention specifically among Generation Z employees. By focusing on a demographic group that is becoming increasingly dominant in the labor market, this research seeks to provide empirical evidence regarding how perceived organizational failures to fulfill implicit obligations contribute to employees' intentions to leave. Understanding this relationship will enable organizations to design more effective retention strategies, strengthen employee-employer relationships, and foster a supportive work environment that aligns with the expectations of Generation Z employees. The state of the art of this research lies in its specific focus on Generation Z employees as the unit of analysis. While previous studies have predominantly examined psychological contract breach in broader employee populations, this study investigates the phenomenon within a generation characterized by distinct workplace values and expectations. This approach provides a more nuanced understanding of how psychological contract breach influences turnover intention in the context of emerging workforce dynamics. Furthermore, this study contributes to the existing literature by extending Social Exchange Theory to explain employee retention behavior among Generation Z workers.

Therefore, the objective of this study is to analyze the effect of psychological contract breach on turnover intention among Generation Z employees. The findings are expected to contribute theoretically to the development of psychological contract and turnover intention literature and practically to assist organizations in developing evidence-based human resource policies aimed at improving employee retention among Generation Z employees.

2. RESEARCH METHODS

2.1 Basic Research Framework

This study employed a quantitative research approach with an explanatory research design. Quantitative research is appropriate for examining causal relationships among variables through statistical testing and empirical evidence obtained from respondents (Sekaran & Bougie, 2024). The purpose of this study is to analyze the effect of

Psychological Contract Breach (PCB) on Turnover Intention (TI) among Generation Z employees. Generation Z refers to individuals born between 1997 and 2012 who are currently entering and dominating the workforce. This generation tends to value flexibility, career development opportunities, organizational support, and meaningful work experiences (Trang, 2026). Consequently, unmet organizational expectations may significantly influence their attitudes and intentions toward remaining in an organization.

The population of this study consists of Generation Z employees working in various organizations in Indonesia. The sample was selected using a purposive sampling technique. According to (Sekaran & Bougie, 2024), purposive sampling is suitable when respondents must meet specific criteria relevant to the research objectives. The criteria applied in this study include employees belonging to Generation Z, currently employed in an organization, and having worked for at least six months. The sample was selected using a purposive sampling technique. The criteria applied in this study included employees belonging to Generation Z, currently employed in an organization, and having worked for at least six months. A total of 126 valid responses were collected and used for data analysis. According to (Hair et al., 2022), PLS-SEM is appropriate for studies with relatively small to medium sample sizes, provided that the minimum sample requirements are satisfied. Therefore, the sample size used in this study was considered adequate for the proposed model analysis.

Psychological Contract Breach refers to employees' perceptions that the organization has failed to fulfill promised obligations or expectations that were implicitly or explicitly communicated during the employment relationship (Rousseau, 2022). Psychological contracts differ from formal employment contracts because they involve subjective beliefs regarding mutual obligations between employees and employers (Robinson & Morrison, 2021).

Turnover Intention refers to an employee's conscious and deliberate willingness to leave the organization voluntarily in the near future (Mobley, 2021). Previous studies have demonstrated that turnover intention is one of the strongest predictors of actual turnover behavior (Yin, 2025). Employees who perceive unfair treatment, lack of organizational support, or unmet expectations are more likely to develop intentions to seek employment elsewhere (Lv et al., 2023). The theoretical foundation of this study is Social Exchange Theory, which explains that relationships between employees and organizations are based on reciprocal exchanges of resources and obligations (Cropanzano et al., 2021). When employees perceive that organizational promises have not been fulfilled, they may reciprocate negatively through reduced commitment, lower engagement, and stronger intentions to leave the organization (Zhao et al., 2025). Based on the theoretical framework and previous empirical findings, the following hypothesis is proposed:

H1: Psychological Contract Breach has a positive and significant effect on Turnover Intention among Generation Z employees.

The conceptual framework of this study is presented in Figure 1.



Figure 1. Conceptual Framework

The framework illustrates that Psychological Contract Breach is expected to directly influence Turnover Intention. Consistent with Social Exchange Theory, employees who perceive that organizational obligations have not been fulfilled tend to develop negative attitudes toward the organization, which ultimately increases their intention to leave (Cropanzano et al., 2021).

2.2 Variable Operational Definition

The operational definitions of the variables are presented in Table 1.

Table 1. Operational Definition of Variables

Variable	Definition	Indicators	Source
Psychological Contract Breach (X)	Employees' perception that the organization has failed to fulfill promised obligations.	Unfulfilled promises, unmet expectations, perceived organizational obligations, fairness, organizational support	Rousseau (2022); Robinson & Morrison (2021)
Turnover Intention (Y)	Employees' willingness and intention to voluntarily leave the organization.	Thinking of quitting, searching for alternative employment, intention to resign	Mobley (2021); Yin et al. (2025)

2.3 Research Instrument

Data were collected through a structured questionnaire distributed online using Google Forms. The questionnaire employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The use of Likert scales is widely recommended for measuring attitudes, perceptions, and behavioral intentions in organizational research (Sekaran & Bougie, 2024). The Psychological Contract Breach construct was adapted from (Rousseau, 2022) and Robinson and (Robinson & Morrison, 2021). Sample items include "The organization has failed to fulfill promises made to me" and "The organization has not met my expectations regarding employment obligations." Turnover Intention was measured using indicators adapted from (Mobley, 2021) and Yin et al. (2025). Sample items include "I frequently think about leaving this organization" and "I intend to search for another job in the near future."

2.4 Data Analysis Technique

The collected data were analyzed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) through SmartPLS software. PLS-SEM is considered appropriate because it is capable of analyzing complex relationships among latent variables and does not require strict assumptions regarding data normality. The analysis was conducted in two stages. The first stage involved evaluating the measurement model (outer model), including convergent validity, discriminant validity, and reliability testing. Convergent validity was assessed using factor loading values greater than 0.70 and Average Variance Extracted (AVE) values greater than 0.50. Reliability was evaluated through Composite Reliability and Cronbach's Alpha values exceeding 0.70 (Hair et al., 2022). Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT), as recommended by (Henseler et al., 2021).

The second stage involved evaluating the structural model (inner model), including the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), path coefficients, and hypothesis testing through bootstrapping procedures (Hair et al., 2022). The hypothesis is accepted when the t-statistic exceeds 1.96 and the p-value is less than 0.05 (Kline, 2023). The structural equation model can be formulated as follows:

$$TI = \beta_0 + \beta_1 PCB + \varepsilon \quad (1)$$

Where:

TI = Turnover Intention

PCB = Psychological Contract Breach

β_0 = Constant

β_1 = Regression Coefficient

ε = Error Term

This equation indicates that Turnover Intention is predicted by Psychological Contract Breach. Higher levels of perceived contract breach are expected to increase employees' intention to leave the organization (Lv et al., 2023).

3. RESULTS AND DISCUSSION

3.1 Results

3.1.1 Measurement Model Evaluation (Outer Model)

The measurement model evaluation was conducted to assess the validity and reliability of the constructs used in this study. The evaluation included convergent validity, discriminant validity, construct reliability, and collinearity assessment. Convergent validity was assessed through outer loading values and Average Variance Extracted (AVE). According to Hair et al. (2022), an indicator is considered valid when its outer loading exceeds 0.70 and the AVE value exceeds 0.50. Table 1 presents the outer loading values of all indicators.

Table 2. Outer Loading Values

Indicator	Loading
X.1	0.842
X.2	0.836
X.3	0.826
X.4	0.874
X.5	0.863
Y1	0.891
Y2	0.857
Y3	0.898
Y4	0.923

All indicators demonstrated loading values above the recommended threshold of 0.70, indicating satisfactory convergent validity. These results suggest that all indicators adequately represent their respective latent constructs. Furthermore, the Average Variance Extracted (AVE) values were 0.720 for Psychological Contract Breach (PCB) and 0.797 for Turnover Intention (TI), both exceeding the recommended threshold of 0.50. Therefore, each construct explains more than 50% of the variance of its indicators, confirming adequate convergent validity.

3.1.2 Reliability Assessment

Reliability was evaluated using Cronbach's Alpha and Composite Reliability.

Table 3. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
X1	0.903	0.928	0.720
Y	0.915	0.940	0.797

All Cronbach's Alpha and Composite Reliability values exceeded 0.70, indicating excellent internal consistency reliability. Therefore, all constructs were considered reliable for subsequent analysis.

3.1.3 Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT). The results of the Fornell–Larcker Criterion showed that the square root of the Average Variance Extracted (AVE) for each construct was greater than its correlation with other constructs, indicating adequate discriminant validity. In addition, the HTMT value between Psychological Contract Breach (PCB) and Turnover Intention (TI) was below the recommended threshold of 0.90, confirming that the two constructs were empirically distinct. Therefore, the discriminant validity of the measurement model was considered satisfactory.

3.1.4 Structural Model Evaluation (Inner Model)

The structural model was evaluated through R-square (R^2), effect size (f^2), and model fit indices. The coefficient of determination (R^2) was used to evaluate the explanatory power of the structural model. The results showed that the R-square value for Turnover Intention (TI) was 0.691, while the adjusted R-square was 0.684. These findings indicate that Psychological Contract Breach (PCB) explained 69.1% of the variance in Turnover Intention. According to Hair et al. (2022), an R^2 value above 0.67 can be categorized as substantial. Therefore, the structural model demonstrated strong explanatory power in predicting turnover intention among Generation Z employees.

Table 4. Coefficient of Determination

	R-square	R-square adjusted
Y	0,691	0,684

The effect size (f^2) analysis was conducted to assess the contribution of Psychological Contract Breach (PCB) to Turnover Intention (TI). The results showed that PCB had an f^2 value of 0.319, indicating a moderate effect size on turnover intention. According to Hair et al. (2022), an f^2 value of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a large effect. Therefore, the findings suggest that Psychological Contract Breach contributes substantially to explaining variations in Turnover Intention among Generation Z employees.

Table 5. Effect Size

	f-square
X -> Y	0,319

The model fit assessment showed an SRMR value of 0.076, which is below the recommended threshold of 0.08. Therefore, the structural model can be considered acceptable and adequately fitted to the observed data. The NFI value was 0.754, indicating a moderate level of model fit.

Table 6. Goodness of Fit

	Saturated model	Estimated model
SRMR	0,076	0,076
d_UIS	0,691	0,691
d_G	0,740	0,740
Chi-square	395,428	395,428
NFI	0,754	0,754

3.1.5 Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS. The hypothesis was evaluated based on the path coefficient, t-statistic, and p-value. A hypothesis is considered supported when the t-statistic exceeds 1.96 and the p-value is less than 0.05.

Table 7. Path Coefficients

Relationship	Coefficient	T-value	P-value	Decision
X1 → Y	0.574	4.499	0.000	Supported

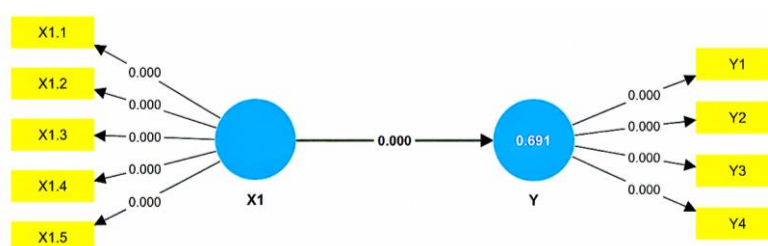


Figure 2. Hypothesis Testing

The results indicate that Psychological Contract Breach has a positive and significant effect on Turnover Intention among Generation Z employees ($\beta = 0.574$, $t = 4.499$, $p < 0.001$). Therefore, H1 is supported. This finding suggests that when Generation Z employees perceive that their organization fails to fulfill promised obligations, expectations, or commitments, they are more likely to develop intentions to leave the organization.

This result supports Social Exchange Theory, which posits that employees evaluate their relationship with the organization based on reciprocal exchanges. When organizational obligations are perceived as unmet, employees tend to respond negatively through reduced commitment and increased withdrawal intentions. Furthermore, this finding is particularly relevant for Generation Z employees, who generally place high importance on organizational support, transparency, career development opportunities, and meaningful work experiences. Consequently, any perceived breach of the psychological contract may increase their intention to seek alternative employment opportunities.

3.2 Discussion

The findings of this study demonstrate that Psychological Contract Breach has a positive and significant effect on Turnover Intention among Generation Z employees. The positive path coefficient ($\beta = 0.574$) indicates that employees who perceive that their organization has failed to fulfill promised obligations are more likely to develop intentions to leave the organization. Therefore, the proposed hypothesis is supported. From a theoretical perspective, this finding supports Social Exchange Theory, which suggests that employment relationships are based on reciprocal exchanges between employees and organizations. Employees expect organizations to fulfill both explicit and implicit obligations, including organizational support, fair treatment, career development opportunities, and recognition. When these expectations are not fulfilled, employees may perceive a breach of the psychological contract and respond negatively by reducing their commitment and increasing their intention to leave the organization.

The findings are consistent with previous studies conducted by (Yin, 2025), (Lv et al., 2023), and (Zhao et al., 2025), which reported that psychological contract breach significantly increases employees' turnover intention. These studies suggest that employees' perceptions of organizational fairness, support, and fulfillment of obligations play a crucial role in shaping turnover-related attitudes and behaviors. Employees who experience unmet expectations are more likely to seek alternative employment opportunities, resulting in higher turnover intention. The significance of psychological contract breach may be particularly relevant among Generation Z employees. This generation tends to place greater importance on transparency, meaningful work, career growth, work-life balance, and organizational support. Consequently, when organizations fail to fulfill promised obligations or provide the expected work environment, Generation Z employees may become dissatisfied and more willing to leave the organization. The findings indicate that psychological contract fulfillment is an important factor in retaining Generation Z employees and maintaining their organizational commitment.

The significance of psychological contract breach may be particularly relevant among Generation Z employees due to their unique workplace characteristics. Unlike previous generations, Generation Z employees tend to value transparency, flexibility, rapid career development, meaningful work, and organizational support. Having grown up in a highly digitalized and information-rich environment, they are more likely to compare organizational promises with actual workplace experiences and quickly recognize inconsistencies between expectations and reality. Consequently, when organizations fail to fulfill promised obligations, Generation Z employees may perceive a stronger sense of disappointment and unfairness, which increases their intention to leave the organization. Furthermore, Generation Z employees generally demonstrate higher career mobility and are more willing to seek alternative employment opportunities when their expectations are not met. Unlike older generations who may prioritize job stability, Generation Z tends to prioritize personal growth, work-life balance, and alignment between organizational values and individual goals. Therefore, psychological contract breaches may have a stronger impact on turnover intention among Generation Z employees because they are less likely to tolerate unmet expectations and more willing to pursue opportunities that better satisfy their professional and personal aspirations.

These findings suggest that psychological contract fulfillment plays a critical role in retaining Generation Z employees. Organizations that consistently fulfill their commitments, provide transparent communication, support employee development, and create meaningful work experiences are more likely to foster trust and long-term commitment among Generation Z employees. Conversely, organizations that fail to meet employee expectations may experience higher turnover intention and greater challenges in retaining young talent. Furthermore, the coefficient of determination ($R^2 = 0.691$) indicates that Psychological Contract Breach explains 69.1% of the variance in Turnover Intention. This finding demonstrates that employees' perceptions regarding the fulfillment of organizational obligations represent a substantial determinant of turnover intention among Generation Z employees. However, approximately 30.9% of the variance remains unexplained, suggesting that other factors such as job satisfaction, organizational commitment, leadership style, work engagement, and work-life balance may also contribute to employees' intentions to leave.

From a practical perspective, organizations should focus on minimizing psychological contract breaches by improving communication, maintaining transparency, fulfilling organizational promises, providing adequate support, and creating clear career development opportunities. By proactively managing employee expectations and ensuring consistency between organizational promises and actual practices, organizations can reduce turnover intention, strengthen employee commitment, and improve workforce retention among Generation Z employees.

4. CONCLUSION

This study aimed to examine the effect of Psychological Contract Breach on Turnover Intention among Generation Z employees using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The findings indicate that the proposed research model demonstrates strong explanatory power, as reflected by the R-square value of 0.691. This result suggests that Psychological Contract Breach explains 69.1% of the variance in Turnover Intention among Generation Z employees. The hypothesis testing results reveal that Psychological Contract Breach has a positive and significant effect on Turnover Intention. This finding indicates that employees who perceive that their organization has failed to fulfill promised obligations, expectations, or commitments are more likely to develop intentions to leave the organization. The results highlight the importance of psychological contract fulfillment in maintaining employee retention, particularly among Generation Z employees who tend to value organizational support, transparency, career development opportunities, and meaningful work experiences. From a practical perspective, organizations should prioritize efforts to reduce psychological contract breaches by improving communication, maintaining transparency, fulfilling organizational commitments, and providing adequate support for employee development. These strategies may help reduce turnover intention, strengthen organizational commitment, and enhance workforce stability. Despite providing valuable insights, this study has several limitations. First, the model explains 69.1% of the variance in turnover intention, indicating that other factors not included in this study may also influence employees' intentions to leave. Second, this study focuses exclusively on Generation Z employees, which may limit the generalizability of the findings to other generational groups or organizational contexts. Therefore, future studies are encouraged to incorporate additional variables, expand the sample size, investigate different organizational settings, and explore mediating or moderating variables to obtain a more comprehensive understanding of the determinants of turnover intention. From a practical perspective, the findings of this study provide important implications for organizations seeking to retain Generation Z employees. Organizations should prioritize efforts to minimize psychological contract breaches by maintaining transparent communication, ensuring consistency between organizational promises and actual practices, and providing clear career development opportunities. Given that Generation Z employees tend to value flexibility, meaningful work, continuous learning, and organizational support, managers should establish regular feedback mechanisms, offer professional development programs, and create a supportive work environment that aligns with employees' expectations. Furthermore, organizations should actively manage employee expectations during recruitment, onboarding, and performance evaluation processes to prevent perceptions of unmet obligations. By strengthening psychological contract fulfillment, organizations can reduce turnover intention, improve employee commitment, and enhance long-term workforce stability among Generation Z employees.

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