


## Balancing Workload And Quality Of Work Life: Key To Reducing Turnover Intentions In Startup Companies

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Article Info	ABSTRACT
<b>Keywords:</b> Workload, Quality of Work Life, Turn Over Intention	Employee turnover is a critical issue for organizations, affecting productivity, morale, and operational continuity. Understanding the determinants of turnover intention is essential for developing strategies to retain valuable employees. This study investigates the factors influencing turnover intention among employees at PT ETU in Jakarta. Utilizing a saturated sampling method, data were collected from all 55 employees of the company. The analysis was conducted using path analysis techniques, with data processed through SmartPLS 4.0. The findings reveal that workload exerts a positive and significant impact on turnover intention, indicating that higher workload levels are associated with an increased likelihood of employees intending to leave the organization. Conversely, the quality of work life demonstrates a negative and significant effect on turnover intention, suggesting that better quality of work life reduces the propensity for employees to consider leaving their jobs. These results underscore the importance of managing workload and enhancing the quality of work life to mitigate turnover intention at Start-up Company.
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### INTRODUCTION

Employee turnover is a significant concern for organizations across various industries, as it directly impacts productivity, operational efficiency, and employee morale (Griffeth & Hom, 2001; Hancock et al., 2013). In start-ups, where resources are often limited and each team member's contribution is crucial, high turnover rates can be particularly detrimental (Stam et al., 2014). Understanding the factors that drive employees to consider leaving their jobs is therefore essential for developing effective retention strategies (Allen et al., 2010).

Workload and the quality of work life are two critical factors that influence employee turnover intention. Excessive workload can lead to burnout, stress, and dissatisfaction, prompting employees to seek opportunities elsewhere (Maslach & Leiter, 2016). On the other hand, a high quality of work life, which encompasses factors such as job satisfaction, work-life balance, and a supportive work environment, can enhance employee commitment and reduce turnover intention (Sirgy et al., 2001).

Despite extensive research on turnover intention, there are still significant gaps in understanding the nuanced interplay between workload, quality of work life, and employee turnover intention, especially within the context of start-ups. Existing studies on the

relationship between workload and turnover intention have predominantly focused on established industries such as healthcare, education, and large corporate sectors (Aiken et al., 2002; Griffeth & Hom, 2001). However, there is a lack of research specifically examining this relationship within start-ups, where the nature of work and organizational dynamics can be significantly different (Bakker et al., 2011). The existing literature presents inconsistent findings regarding the impact of workload on turnover intention. For example, a study by Lee and Ashforth (1996) indicated that excessive workload directly correlated with higher turnover intention among employees, while a different study by Brouwer et al. (2019) suggested that under certain conditions, a moderate workload could enhance employee commitment and reduce turnover intention.

Previous studies have produced inconsistent findings regarding the relationship between quality of work life and turnover intention. For example, a study by Chen et al. (2017) indicated that a positive quality of work life significantly reduces turnover intention among employees in established organizations. However, there is limited empirical evidence examining whether these findings hold true in start-up contexts, where job roles and expectations can differ markedly. This overview highlights the need for further research on the influence of quality of work life on turnover intention in start-ups, supported by findings from previous studies.

## Literature Review

### Relationships between Workload and Turn Over Intention

One prominent theory explaining the influence of workload on turnover intention is the Job Demands-Resources (JD-R) Model. The Job Demands-Resources (JD-R) Model was developed by Arnold B. Bakker and Evangelia Demerouti in 2001. The JD-R model posits that job demands and job resources interact to influence employee well-being and organizational outcomes, including turnover intention. High job demands such as excessive workload can lead to stress and burnout, which in turn increases turnover intention. Employees experiencing high levels of strain are more likely to consider leaving the organization as a coping mechanism. Job resources can mitigate the negative effects of high job demands. When job resources are lacking, the negative impact of high workload on turnover intention is exacerbated.

Bakker, Demerouti, and Schaufeli (2003) investigated the JD-R model in a sample of Dutch employees. They found that high job demands (including workload) were associated with higher burnout levels, which in turn increased turnover intention. Job resources were found to buffer the impact of job demands on burnout and turnover intention. Schaufeli and Bakker (2004) explored the JD-R model's applicability across different occupational groups. They said that high job demands (workload) were positively related to burnout and turnover intention, while job resources had a protective effect, reducing the likelihood of burnout and turnover.

### Relationships between Quality of Work Life and Turn Over Intention

One prominent theory explaining the influence of Quality of Work Life (QWL) on turnover intention is the Social Exchange Theory (SET). Social Exchange Theory was primarily developed by sociologist George Homans in his 1958 paper "Social Behavior as Exchange".

Social Exchange Theory posits that relationships in the workplace are based on reciprocal exchanges between employees and their organization. When employees perceive that their organization provides a high quality of work life, they feel obligated to reciprocate with positive attitudes and behaviors, including lower turnover intention.

Several previous studies found that the quality of work life influences turnover intention. Mohamed, R. K., & Ali, S. H. (2022) Investigated the effect of QWL on turnover intention among employees in Egyptian telecommunication companies. They said that higher levels of QWL, including work environment, job satisfaction, and organizational support, were found to significantly reduce turnover intention. Then, Park, Y. H., & Kim, S. (2023) found that Positive QWL, with emphasis on work-life balance, professional development, and job security, significantly lowered turnover intention. Job satisfaction mediated this relationship. Moreover, Garcia, J. A., & Molina, J. A. (2023) investigated QWL's influence on turnover intention in Spanish hospitality industry. High QWL, including employee recognition, work-life balance, and supportive management, was associated with reduced turnover intention.

## METHODOLOGY

A questionnaire survey was used in this study to evaluate the created theoretical framework. The theoretical framework's variables were measured using items that were modified from earlier research and based on a five-point Likert scale that went from 1 (strongly disagree) to 5 (strongly agree).

The first variable, workload was measured by items adapted from Sandra G. Hart 1988). She, along with her colleagues, developed the NASA Task Load Index (NASA-TLX), which is a widely used tool for assessing perceived workload. In total, six items which measure physical demand, mental demand, and effort. The second variable, quality of work life, was adapted from Cascio, W.F. (2016), ten items which measure career development, equitable compensation, job security, wellness and save environment. The third variable, turn over intention, was, drawn from prior theoretical studies by Mobley (2021). The workers' turn over intention in terms of thinking of quitting, intention to stop or quit, intention to search another job was measured using six items.

The questionnaire underwent two back-to-back translations: an English translation, followed by an Indonesian translation, before returning to English. This procedure was carried out because many of the respondents did not understand English and spoke Indonesian as their daily language. Two multilingual researchers carried out the back-to-back translation to minimize linguistic faults. The researchers have extensive knowledge of the English language and are native speakers of Indonesian.

Using the full enumeration sampling method, a sample of 55 PT ETU employees in Jakarta was selected to fill out the questionnaire. Additionally, the researchers emphasized that the information gathered was private, anonymous, and would not identify any particular respondent. A majority of the respondents were between the ages of 20 to 30 years old. All employees have a bachelor's educational background. Females formed 51 per cent of the respondents, while females contributed 49 per cent.

## RESULTS AND ANALYSIS

Partial Least Square was utilised to analyse the data collected. Inferential data analysis was conducted through the testing of the measurement model (Outer Model), which includes validity and reliability tests, as well as the structural model (Inner Model) through R-Square testing. Furthermore, hypothesis testing was carried out using the T-Test.

Each construct's measurement approach was independently validated and reliable. For this objective, convergent and discriminant validity tests were conducted (Churchill & Iacobucci, 2010). Convergent validity was assessed in this study using factor loadings, average variance extracted (AVE), and composite reliability.

In this study, discriminant validity was assessed by comparing the square root of AVE values to the shared variance between constructs. Discriminant validity exists when the AVE values exceed the correlations between the constructs (Fornell & Lacker, 1981). As shown in Table 1, the AVE values were found to be greater than the correlation values between the various constructs. This finding shows that the measurement model has discriminant validity.

**Table 1.** Results of Convergent Validity Test

Variables	Items	Loadings	Composite Reliability	Average Variance Extracted	Variance
Workload	W1	0.87	0.95	0.77	
	W2	0.86			
	W3	0.89			
	W4	0.89			
	W5	0.89			
	W6	0.87			
Quality Work of Life (QWL)	QWL1	0.84	0.97	0.74	
	QWL2	0.89			
	QWL3	0.84			
	QWL4	0.91			
	QWL5	0.88			
	QWL6	0.88			
	QWL7	0.81			
	QWL8	0.77			
	QWL9	0.88			
	QWL10	0.87			
Turn Over Intention (TOI)	TOI1	0.89	0.96	0.82	
	TOI2	0.87			
	TOI3	0.93			
	TOI4	0.94			
	TOI5	0.92			
	TOI6	0.89			

Table 1 shows that the composite reliability and average variance extracted above the threshold of 0.7. The factor loadings for each item ranged between 0.77 and 0.94. These

numbers indicate that convergent validity exists in the dataset. In addition to convergent validity, the items were assessed for discriminant validity.

**Table 2.** Structural Model Analysis

Hypotheses	Paths	Original Sample	t-value	P Values
H <sub>1</sub>	W → TOI	0.570	3.114	0.002
H <sub>2</sub>	QWL → TOI	-0.212	2.490	0.013

Based on the research conducted by the researchers, the results show that the workload variable positively influences turn over intention, with an original sample value of 0.570. and shows the results of t value 3,114 > t table 1,675 with a significant value (P Values) of 0.002 < 0.05 which providing evidence to support first hypothesis. In the quality of work life variable, the research results show t count 2.490 > t table 1.675; this explains that quality of work life has an influence on turn over intention with an original sample value (O) of -0.212. The more an employee's quality of work life increases, the desire to resign will decrease.

### Discussion

The significant influence of workload and quality of work life on turnover intention in the startup company can be attributed to several factors related to the demographic characteristics of the respondents. With a majority of the employees being between the ages of 20 to 30 years old, they are likely at a stage in their careers where they are highly ambitious and career-oriented, making them more sensitive to high workload and poor work-life balance.

Additionally, all respondents having a bachelor's educational background suggests that they have the qualifications to seek better opportunities if their current job does not meet their expectations in terms of workload and work-life quality. The nearly equal gender distribution, with females forming 51 percent and males 49 percent, further indicates that both men and women in this age group and educational level are equally affected by these factors. Young professionals often seek a balanced lifestyle where they can manage their professional and personal lives effectively. In a startup environment, where demands can be intense and resources limited, excessive workload and poor quality of work life can quickly lead to burnout, dissatisfaction, and ultimately a higher turnover intention as employees look for better opportunities that offer a more sustainable work environment.

This study found that there is a significant relationship between workload and turn over intention. This finding is supported by some studies from the past five years. Karatepe, O. M., & Kilic, H. (2019) found that high workload positively affects turnover intentions among frontline employees. However, manager support and a good leader-member exchange can moderate this effect, reducing turnover intentions. Then, Shin, Y., & Hur, W.-M. (2020) indicated that higher workload leads to increased job stress, which in turn elevates turnover intention. The presence of coworker and customer support can buffer these negative effects, reducing turnover intentions. This research also found that there is a significant relationship between quality of work life and turn over intention. This finding is consistent with Sirgy, M. J., & Lee, D.-J. (2018). They concluded that higher quality of work life is associated with

reduced turnover intention. Employees with better work-life balance exhibit lower intentions to leave their organizations. Çetin, F., Karabay, M. E., & Efe, M. N. (2020) also found that that quality of work life significantly negatively affects turnover intentions among university academicians. Better quality of work life leads to higher job satisfaction and lower turnover intention.

## CONCLUSION

The findings of this study highlight the significant impact of workload and quality of work life on turnover intention among employees in a startup company. The data, drawn from a demographic comprising predominantly young professionals aged between 20 to 30 years old, all with a bachelor's degree, and an almost equal gender distribution (51% female, 49% male), underscores that both male and female employees are equally affected by these factors. The high ambitions and career orientation typical of this age group, coupled with their educational background, make them particularly sensitive to work conditions. Consequently, excessive workload and poor quality of work life lead to increased turnover intentions as these employees seek better opportunities that promise a balanced and fulfilling professional and personal life. These findings carry several important implications for startup companies aiming to retain their young, educated workforce by (1) Workload Management, Startups should prioritize managing workloads to prevent employee burnout. Implementing strategies such as flexible work hours, clear workload distribution, and regular breaks can help mitigate the negative effects of heavy workloads; (2) Enhancing Work-Life Quality, companies should foster a supportive work environment that promotes a healthy work-life balance to improve the quality of work life. This can include offering remote work options, providing wellness programs, and encouraging employees to take time off; (3) Career Development Opportunities, given that the respondents are young and career-oriented, startups should invest in professional development programs, mentorship opportunities, and clear career progression paths to keep employees engaged and motivated; (4) Gender-Sensitive Policies, although the gender distribution in this study is nearly equal, it is crucial to ensure that policies and programs are inclusive and address the specific needs of both male and female employees, promoting an equitable workplace. By addressing these aspects, startups can reduce turnover intentions and create a more sustainable and attractive work environment for their employees, ultimately leading to higher retention rates and better organizational performance.

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