

The Effect of Job Flexibility and Job Burnout on Turnover Intention

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Job Burnout; Job Flexibility; Job Satisfaction; Startup; Turnover Intention.

Abstract

Job flexibility and job burnout are one of the reasons why employees choose to resign from the workplace which ultimately causes turnover in the company. This study aims to test, analyze, and prove the effect of job flexibility and job burnout on employee satisfaction and its relationship with turnover in startup companies. This study method applied quantitative research design. The data were collected through electronic surveys addressed to 155 startup employees who get job flexibility from the company. The results showed that job flexibility has a positive effect on job satisfaction and a negative effect on turnover intention. Then, job burnout has a negative effect on job satisfaction and a positive effect on turnover intention. In addition, job satisfaction can mediate job flexibility and job burnout on turnover intention.

Kata Kunci:

Fleksibilitas kerja, *job burnout*, kepuasan kerja, *turnover intention*, startup

Abstrak

Fleksibilitas kerja dan *job burnout* menjadi salah satu alasan mengapa karyawan memilih untuk mengundurkan diri dari tempat kerja yang pada akhirnya menyebabkan terjadinya turnover di perusahaan. Penelitian ini bertujuan untuk menguji, menganalisis, dan membuktikan pengaruh fleksibilitas kerja dan kejenuhan kerja terhadap kepuasan karyawan serta hubungannya dengan turnover pada perusahaan startup. Metode penelitian ini menggunakan desain penelitian kuantitatif. Data dikumpulkan melalui survei elektronik yang ditujukan kepada 155 karyawan startup yang mendapatkan fleksibilitas kerja dari perusahaan. Hasil penelitian menunjukkan bahwa fleksibilitas kerja berpengaruh positif terhadap kepuasan kerja dan berpengaruh negatif terhadap *turnover intention*. Kemudian, *job burnout* berpengaruh negatif terhadap kepuasan kerja dan berpengaruh positif terhadap *turnover intention*. Selain itu, kepuasan kerja dapat memediasi fleksibilitas kerja dan *job burnout* terhadap *turnover intention*.

INTRODUCTION

In today's digital era, startups represent one of the fastest growing economic sectors, especially in Indonesia. Startup Ranking, a statistics company from Peru, defines a startup as a nascent company no older than 10 years that has competence, innovation and a strong technological base, as well as the ability to accelerate business growth. Startups are also defined as small and medium enterprises that have been established for less than a decade, are privately owned, and value market innovation, as well as the implementation of unique and scalable business models (Bresciani & Eppler, 2010). Startups typically offer innovation, competition, employment opportunities, and the potential for economic growth (Koster & van Stel, 2014). Moreover, startups often have more abstract internal processes and hierarchies due to a lack of market experience and rapid hiring processes (Rode & Vallaster, 2005).

The startup industry in Indonesia has experienced significant growth in recent years. Many new companies have been founded with innovative business models and high potential. According to data from the Indonesian Information and Communication Technology Creative Industries Society (MIKTI), by the end of 2021, there were 1,190 domestic start-up companies. The majority or 39.59% are located in the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas with a total of 481 startups (Dhini, 2022). Based on the Liputan6.com article, the Coordinating Minister for the Economy, Airlangga Hartanto, revealed that there are 2,400 start-up companies in Indonesia (Santia, 2023). This places Indonesia sixth globally position in terms of the number of startups. Assistant Deputy for Entrepreneurial Financing at the Ministry of Cooperatives and SMEs, Edhi Kusdiyawoko Dwikencono, stated that startup growth in Indonesia increased by 9,15% by the end of 2023 to 2,558 startups (Hidayat, 2024). As reported by Databoks on January 11 2024, there are 2,562 startups in Indonesia. This is the highest number in Southeast Asia, ranked second on the Asian scale, and sixth globally (Annur, 2024). The large number of startups certainly means that Indonesia has the opportunity to advance the country's economy if it is managed and developed properly and correctly. As part of the digital economy, the large number of startups certainly provides opportunities for Indonesia to advance the country's economy if managed and developed well. The value of the digital economy in Indonesia will reach USD 76 billion in 2022 and is expected to grow 15% in 2025 or USD 110 billion with a contribution from e-commerce of USD 58 billion in 2022 and USD 82 billion in 2025 (Google, Temasek, & Bain & Company, 2023). One contribution that startup companies can make is to serve as a venue for recruiting workers in Indonesia.

However, startup development does not always proceed smoothly. Along with its rapid growth, the startup industry also faces challenges in retaining quality employees. One of the problems often faced by start-up companies is high staff turnover or high turnover rates. Turnover intention is an employee's tendency or intention to quit their job voluntarily or move from one workplace to another according to their own choice (Priyanti, Oetomo, Sari, & Respatia, 2022). High turnover rates can be a problem for the growth and sustainability of startup companies. The costs of recruiting and training new employees can be very high, especially in industries that are constantly evolving with new technology. These costs could be turnover costs, which cover millions of rupiah in company expenses. It is difficult to calculate the cost of turnover because it includes recruiting costs, training costs, and lost productivity; industry experts often quote 25% of the average employee's salary as a conservative estimate (Biaison, 2020). The loss of company information is the next thing that

shows the importance of reducing turnover in the company. When an employee leaves an organization, they take valuable information about the organization, customers, current projects to a new company. Moreover, turnover can also hinder a company's productivity and innovation as it must spend time and resources adapting to employee turnover.

Based on the results of a survey of 992 startups by Bekraf together with the Indonesian Information and Communication Technology Creative Industries Society (MIKTI) in 2018, access to capital experienced the biggest obstacle for startup companies in the country by 38,83% followed by human resources (HR) issues amounting to 29,41%. Then in 2021, MIKTI will again conduct a survey regarding the main challenges of startups. The issue of human resources (HR) is the next main challenge after capital. As many as 18,7% of startups in Indonesia revealed that their problems were related to human resources. Based on research conducted by Goswami *et al.* (2023), 27 startups were closed due to a lack of vision or strategic roadmap for a sustainable company in the future. Other issues that need attention are the lack of shared vision, poor recruitment, and the inability to retain top talent (Goswami, Murti, & Dwivedi, 2023).

Turnover intention can start from employee job dissatisfaction, which can be seen from the level of job satisfaction. This is the feeling of satisfaction felt by employees in working at a company (Sazili, Ju'im, Indarti, & Efendi, 2022). Based on a survey conducted by Mercer (an HR and financial services consulting firm) of 850 companies in 2021, most companies in the Southeast Asia region, including Indonesia, experienced high levels of employee turnover, especially at the mid-career level. Then, 55% of companies cited employee dissatisfaction with salary as the main cause of attrition, followed by employees' ability to get better benefits at another company (46%) and limited career advancement (43%). Looking at these factors, employers have used financial incentives, such as increasing promotion opportunities (48%), paying higher than market wages (31%), and implementing employee referral bonuses (24%). Based on this data, there are still several factors outside financial incentives that highlight job dissatisfaction and turnover.

The majority of respondents to Mercer's 2021 survey felt that while having a reputation as a "great place to work" (68%) helps attract talent, it is the organizational culture (76%) that helps retain talent. This is why some employers are taking actions, such as increasing workplace flexibility as well as providing more wellbeing and mental health support. Job flexibility is a benefit provided by companies that allows employees to have control over when and where they do their work (Berber, Gašić, Katić, & Borocki, 2022). Mercer survey results in 2022 also stated that 53% of APAC organizations admitted that a lack of flexibility in work was a challenge to recruiting talent and maintaining retention within their organizations.

The results of the Growth & Scale Talent Playbook survey released by Tjan *et al.* (2021) with more than 600 samples from startup employees in six Southeast Asian countries in 2022. The survey shows that 91% of employees in companies start-up or startup is considering resigning from the company. The biggest reason for startup workers who have just joined a company to resign is a mismatch between the company's vision and mission and culture with the conditions occurring in the company with a percentage of 25%. Meanwhile, for workers who have worked longer, the biggest reason for resigning is compensation issues with a percentage of 32%. Another reason for startup employees to leave the company is due to lack of development opportunities at 24% and 14% due to lack of flexibility at work. Based

on survey results from The LPI (Learning and Performance Institute) in 2022, earning more money was the main reason for 44% of respondents or four out of ten respondents. Then 32% want a better work/life balance and in third position, 30% of respondents want to find a career that provides meaning or a better career. In Indonesia, Jakpat (2023) or an online survey platform revealed several reasons why Generation Z resigned from the workplace. Inappropriate salaries ranked first with 64.9%, followed by reasons for irregular working hours with a percentage of 56.9%. The survey was conducted in November 2022 involving 832 respondents in Indonesia.

Besides flexibility, burnout is also correlated with reduced employee satisfaction and higher levels of turnover intention. Burnout or work exhaustion is a condition of physical, emotional, and mental exhaustion that describes an individual's psychological response and is largely caused by long-term involvement in demanding work-related situations characterized by symptoms of exhaustion and reduced professional effectiveness (Paul V, Aboobaker, & Uma Devi, 2020). Burnout consists of two main elements, namely exhaustion, which is characterized by depletion of energy and disengagement characterized by distancing oneself or having a negative attitude towards work tasks in general (Scalan & Still, 2019). Future Forum Pulse, a consortium working in the HRM sector, conducted a survey of 10.766 workers throughout the United States, Australia, France, Germany, Japan and England, which was conducted on 3-21 August 2022. The results of the survey revealed that Burnout increased to 40% in the quarter globally, an 8% increase from May 2022, with the most significant increase in the US. The survey also stated that People experiencing burnout reported that they were 3x more "likely" or "very likely" to seek new jobs in the coming year.

Isolved, as a human resource management institute in America, published its Fourth Annual HR Trends Report entitled Uncovering the Significant HR Trends of 2024 to Maximize Your Next-Best Step with data obtained from survey results of 1.100 full-time employees. The report revealed that as many as 65% of employees said they would experience burnout by 2023. Furthermore, the report found that burnout had productivity implications, with 72% of employees saying it had an impact on their performance. In addition, the report also states that more than half (52%) of employees want a more flexible work environment.

American Family Life Assurance Company of Columbus (Aflac) conducted research in 2022 by surveying 1.200 employers and 2.001 employees across the United States. The study found that the majority of workers in the United States experience burnout with 36% rating their level of burnout as moderate, 15% as high, and 8% as very high. This level of job burnout is significantly 9% higher than that reported in 2021 and 2% higher than in 2020. From the description of the data above, job flexibility is one of the reasons why employees choose to resign from the workplace, which causes turnover in the company. There needs to be new research considering the turnover phenomenon in Indonesia, especially in startup companies related to job flexibility. Some previous research frameworks such as Berber, et. al. (2022) research on employees in general in Serbia revealed that the implementation of work flexibility can potentially reduce employee turnover intention. Research by Ran, et. al. (2020) states that there is a positive relationship between job burnout and turnover intention, while a negative relationship between job burnout and satisfaction, as well as satisfaction and turnover intention. Based on several previous research models, the author made modifications so as to obtain a hypothesis in the form of work flexibility can directly affect turnover

intention or with the mediator of job satisfaction. In addition, job satisfaction can affect turnover intention directly or with the mediator of job satisfaction. Therefore, the author sees that there is an influence of job flexibility and job burnout on turnover intention and job satisfaction as mediators in startup companies.

METHOD

This research used a quantitative approach by collecting data through electronic surveys. The population in this study consisted of employees of startup companies who implemented job flexibility in Jabodetabek. These areas were selected because most startup companies live in this area and it has the highest average income in Indonesia. The research sample used a purposive sampling technique. The respondents involved in this research were permanent employees of startups whose company locations were in the Jabodetabek area (Jakarta, Bogor, Depok, Tangerang, and Bekasi). Overall, this research obtained 180 respondents from the results of distributing questionnaires. From this data, a screening and data cleaning process was carried out to obtain a total of 155 respondents. The data were analyzed using structural equation modeling using the Smart PLS.

The questionnaire was distributed online using Google Forms. 29 items questionnaire was adapted from previous research. The flexibility working arrangements were adapted from Albion (2004). The job burnout was adjusted from Maslach Burnout Inventory-General Survey (Ran, Chen, Peng, Zheng, Tan, & Duan, 2020). Several emotion-related items were used to describe participants' burnout experience. The job satisfaction from Morgeson and Humphrey (2006) and the turnover intention from Chen and Francesco (2000). All of the questions used a five-point Likert scale (1 = "very disagree"; 5= "very agree").

Tabel.1 Grid Table Instrument

No	Variable	Sample Questions
1.	Flexibility Working Arrangements (FWA)	FWAs help me to balance life obligations. Working with more flexible working hours is essential for me to fulfill family obligations.
2.	Job Burnout	My work is heavy. I can't find personal accomplishment in my job. I'm indifference of my job.
3.	Job Satisfaction	I like the kind of work I do. I find real enjoyment in my work.
4.	Turnover Intention	I often think about leaving my current job. Maybe next year I will leave my current company and start working for someone else.

RESULT AND DISCUSSION

Result

The characteristics of respondents in Table 1 consist of 59 (38%) male and 96 (62%) female. The age of employees was dominated by those aged 25-34 years with a total of 90 (58%) people, the majority have a bachelor's degree with a total of 121 (78%). Based on position, 111 staff (72%) dominated and the majority had a service period of 1-5 years, 120 respondents (77%).

Table 2. Characteristics of Respondents

Category	Information	Number of Respondents	Percentage
Gender	Man	59	38%
	Woman	96	62%
Age	Less than 25 years old	36	23%
	25-34 years old	90	58%
	35-44 years old	18	12%
	45-55 years old	5	3%
	More than 55 years	6	4%
Last education	Senior High School	11	7%
	Diploma	19	12%
	Bachelor	121	78%
	Master	4	3%
Position	Staff	111	72%
	Supervisors	24	15%
	Manager	20	13%
Length of work	< 1 year	12	8%
	1-5 years	120	77%
	> 5 years	23	15%

In determining the validity of questions on research questionnaires, the criteria used the results of outer loadings, which must be greater than 0.7. The data analysis process was carried out using Smart-PLS to test the validity of the variable indicators in this research. The results of indicator validity show that there are several indicators that are invalid, namely FWA2 (0.048), FWA3 (0.152), FWA4 (-0.008), FWA11 (0.014), and JB3 (0.119) so that the indicators used in the model or indicators have values greater than 0.7, including FWA1, FWA5, FWA6, FWA7, FWA8, FWA9, FWA10, JB1, JB2, JB4, JB5, JB6, JB7, JB8, JB9, JS1, JS2, JS3, JS4, JS5, TI1, TI2, TI3, and TI4.

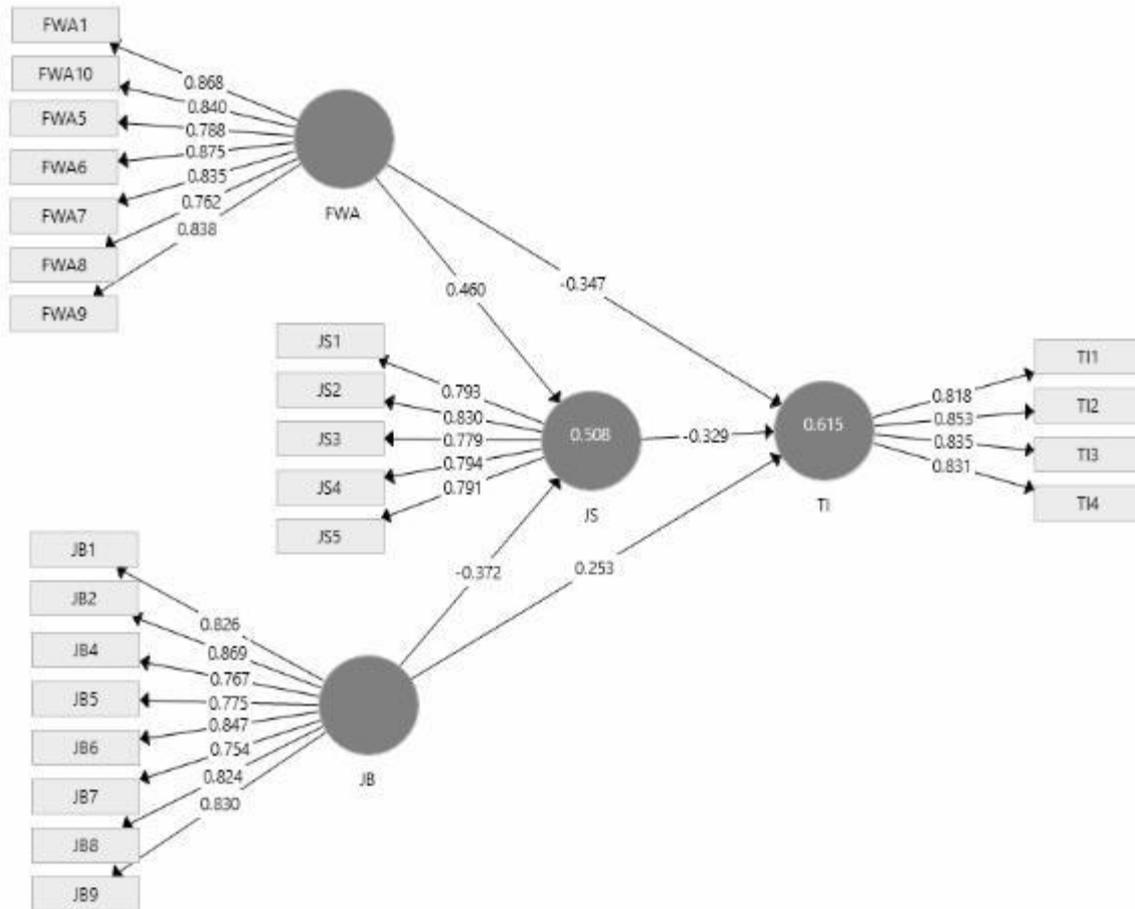


Figure 1. Research Model on Smart PLS

In order to ensure validity and reliability after eliminating invalid indicators, the next stage is the evaluation of the outer model, which is presented in Table 2. The test results successfully confirmed that all validity and reliability criteria had been fulfilled. Referring to Table 2, it can be proven that convergent validity testing using the AVE approach for each construct has obtained a score that exceeds the requirements of 0.50. Furthermore, discriminant validity succeeded in confirming that all indicator correlations were higher in their own construct compared to other constructs. Reliability tests through Cronbach's alpha and composite reliability parameters have been confirmed as reliable as the score exceeds the requirement of 0.70. Thus, it can be concluded that the research data has been proven valid and reliable.

Table 3. Outer Model Evaluation

No	Reliability and Validity Indicators	Variable			
		FWA	JB	JS	TI
1	AVE	0.689	0.660	0.636	0.696
2	Composite Reliability	0.939	0.939	0.897	0.902
3	Cronbach's Alpha	0.925	0.926	0.857	0.855

4	Discriminant Validity: Fornell-Lacker Criterion	FWA	0.830		
		J.B	-0.462	0.813	
		JS	0.632	-0.585	0.798
		IT	-0.672	0.605	-0.696

Next is testing of the structural model which was carried out by looking at the R-Square value to calculate the contribution and ability of the research model to explain the correlation between the independent variables and the dependent variable. According to Chin (1998), the R² criteria consists of three classifications, namely 0.67 (substantial/strong); 0.33 (moderate); and 0.19 (weak). The test results in Table 3 confirm that the R² value with a score of 0.508 (moderate) means that the job satisfaction construct can be explained by job flexibility and job burnout of 50.8%. Furthermore, the R² value is 0.615 (moderate), which indicates that turnover intention can be explained by job flexibility, burnout, and job satisfaction of 61.5%.

Table 4. Evaluation of Inner Model

	R Square	R Square Adjusted
Job Satisfaction (JS)	0.508	0.502
Turnover Intention (TI)	0.615	0.607

The next test is path coefficients used to measure the correlation between the the independent variable and the dependent variable. In order to determine the significance of a relationship or hypothesis, the criteria used are t-statistics with a test value greater than 1,96 (more than 1.96) and p-value with a test value less than 0.05 (less than 0,05) (Ghozali, I., & Latan, 2021). In other words, a correlation is categorized as significant if the t-statistic value exceeds the threshold of 1.96 and the p value is less than 0.05. Table 4 below shows that all hypotheses are significant.

Table 5. Path Coefficient Test Results

	Sample Mean (M)	T Statistics	P Values
FWA -> JS	0.462	6.369	0.000
FWA -> IT	-0.345	4.070	0.000
JB -> JS	-0.371	5.729	0.000
JB -> IT	0.257	3.661	0.000
JS -> IT	-0.331	4.250	0.000

Indirect effects refer to the indirect correlation between the independent variable and the dependent variable through a mediating variable. As with direct correlation between variables, an indirect effect is considered significant if the t-statistic value exceeds the

threshold of 1.96 and the p-value is less than 0.05. Table 5 below shows the indirect correlation between variables through mediation.

Table 6. Indirect Effect Test Results

	Sample Mean (M)	T Statistics	P Values
FWA -> JS -> IT	-0.153	3.296	0.001
JB -> JS -> IT	0.122	3.833	0.000

The results of hypothesis testing derived from the path coefficient test and indirect influence test can be described as follows:

Hypothesis 1 Job flexibility has a negative influence on turnover intention

In hypothesis 1, there is a significant correlation between the independent variable in the form of job flexibility (FWA) and the dependent variable of turnover intention (TI). The research produced a p-value of $0.000 < 0.05$ (p-values < 0.05) and a t-statistics value of $4.070 > 1.96$ (T-statistics > 1.96) and a negative path coefficient of -0.345 , meaning it has a negative and significant influence. The results of data processing indicate that they are in line with research conducted by (Ateeq, 2022; Choi, 2020; Tsen, M. K., Gu, M., Tan, C. M., & Goh, 2021; Berber et al., 2022).

Hypothesis 2 Job flexibility has a positive influence on job satisfaction

The relationship in hypothesis 2 in the form of the independent variable job flexibility (FWA) with the dependent variable job satisfaction (JS) has significant results. The research produced a p-value of $0,000 < 0.05$ (p-values < 0.05) and a t-statistics value of $6.369 > 1,96$ (t-statistics > 1.96) as well as a positive path coefficient of 0.462 , so the hypothesis was declared to be influential significantly positive. The results of data processing show that the research is in line with research by (Possenriede& Plantenga, 2011; Chen & Fulmer, 2018; Indradewa & Prasetio, 2023).

Hypothesis 3 Job flexibility is mediated by job satisfaction and has a negative influence on turnover intention

Hypothesis 3 is that the correlation between the independent variable job flexibility and the dependent variable turnover intention through the mediating variable, and job satisfaction has a significant correlation. The research produced a p-value of $0.001 < 0.05$ (p-values < 0.05) and a t-statistics value of $3.296 > 1.96$ (t-statistics > 1.96) and a negative path coefficient of -0.153 , so the hypothesis is stated to have a significant negative influence. The results of data processing show that the research is in line with research (McNall, et. al., 2009 and Berber et al., 2022).

Hypothesis 4 Job burnout has a negative influence on job satisfaction

In hypothesis 4, the correlation between the independent variable job burnout and the dependent variable job satisfaction has significant results. The p-value is $0.000 < 0.05$ (p-values < 0.05) and the t-statistics value is $5.729 > 1.96$ (t-statistics > 1.96) and the path coefficient is negative -0.371 . Then, the hypothesis is stated has a significant negative

influence. The results of data processing show that the research is in line with research from (Kim, 2017; Tarcan, 2017; Talachi, 2013).

Hypothesis 5 Job burnout is mediated by job satisfaction and has a positive influence on turnover intention

The correlation between the independent variable job burnout (JB) and the dependent variable turnover intention (TI) through the mediating variable job satisfaction (JS) stated in hypothesis five has a significant correlation. The research produces a p-value of $0.000 < 0.05$ ($p\text{-values} < 0.05$) and a t-statistics value of $3.883 > 1.96$ ($t\text{-statistics} > 1.96$) and a positive path coefficient of 0.122, so the hypothesis stated a significant positive influence. The results of data processing show that they are in line with research from (Gharakhani & Zaferanchi, 2019; Ran et al., 2020).

Hypothesis 6 Job burnout has a positive influence on turnover intention

Hypothesis 6 contains the correlation between the independent variable in the form of job burnout and the dependent variable turnover intention. The p-value is $0.000 < 0.05$ ($p\text{-values} < 0.05$) and the t-statistics value is $3.661 > 1.96$ ($t\text{-statistics} > 1.96$) and the path coefficient has a positive value of 0.257, then the hypothesis is declared to be influential significantly positive. The results of data processing show that the research is in line with research from (Du Plooy & Roodt, 2010 and Rajendran et al., 2020).

Hypothesis 7 Job satisfaction negatively affects turnover intention

Hypothesis 7 contains the correlation between the independent variable in the form of job satisfaction and the dependent variable turnover intention. The p-value is $0.000 < 0.05$ ($p\text{-values} < 0.05$) and the t-statistics value is $4.250 > 1.96$ ($t\text{-statistics} > 1.96$) and the path coefficient has a negative value of -0.331, then the hypothesis is declared to be influential significantly negative. The results of data processing show that the research is in line with research from (Youcef, et. al., 2016 and Al Sabei, et al., 2020)

Discussion

The results show that job flexibility has a negative effect on turnover intention. This is in line with research from Tsen, et. al. (2021) which states that overall, job flexibility in the form of time flexibility and leave flexibility is found to significantly reduce the tendency of employees to leave their company. Research from Ateeq (2022) also stated something similar where job flexibility in the form of hybrid work and remote work can improve employee well-being, productivity, work-life balance, and overall performance, while reducing employee turnover. In addition, Choi (2020) stated that companies that have remote arrangements as one of the work flexibilities tend to experience lower levels of voluntary employee turnover than companies that do not have such arrangements.

Job flexibility also has a positive effect on job satisfaction in line with research from Possenriede & Plantenga (2011) which states that employees who have access to job flexibility in the form of remote work and part-time work have high job satisfaction than those who do not have access to job flexibility. Similar to research from Chen & Fulmer (2018) which reveals that employees who have more job flexibility have higher job satisfaction and organizational commitment. In addition, Indradewa & Prasetio (2023) further

supported this, showing that flexible work arrangements positively affect work-life balance and job satisfaction. Research from Berber, et. al, (2022) also states that there is an indirect effect of job flexibility on turnover intention through job satisfaction. Similar to the research of McNall, et. al. (2009) which states that job flexibility can contribute to increasing job satisfaction and then in turn, job satisfaction contributes to reducing turnover intention.

Job burnout has positive implications for turnover intention in other words, the higher the job burnout experienced by employees, the higher the turnover intention that occurs in the company. The results of data processing show that this research is in line with research from Du Plooy & Roodt (2010) which states that burnout and job alienation are significantly positively related to turnover intention. In line with research from Rajendran et. al. (2020) who further explored this relationship in the context of teachers, found that job demands are the main predictor of burnout and turnover intention. Besides that, Ran et. al. (2020) say that turnover intention is significantly influenced by job burnout, job satisfaction, and demographic characteristics where job satisfaction can be considered as a mediator between job burnout and turnover intention.

The results show that this study is in line with research from Tarcan et. al. (2017) which found that burnout has a negative impact on job satisfaction and job performance. In addition, Talachi & Gorji (2013) also highlighted the importance of addressing burnout in the workplace to improve job satisfaction as the two are correlated. Research from Gómez-García et. al. (2021) also mentioned that the dimensions of fatigue have a significant impact on job satisfaction with emotional exhaustion and low personal achievement being significant factors. Youcef, et. al. (2016) stated that there is a direct and significant relationship between job satisfaction and turnover intention. In line with Al Sabei et. al. (2020) which suggests that working in a supportive environment is associated with reduced intention to change jobs, but only if job satisfaction is high.

In general, an increase in job flexibility and a decrease in job burnout can make employees like their work and feel satisfied at work, allowing employees to reduce their desire to leave their jobs and reduce their intention to pursue a career outside the company.

CONCLUSION

This research aims to test, analyze, and demonstrate the influence of job flexibility and job burnout on turnover intention, with job satisfaction as a mediating factor. Testing results revealed that job flexibility has a positive influence on job satisfaction and a negative on turnover intention. This implies that higher job flexibility leads to increased job satisfaction, which in turn decreases the desire to leave a job. In addition, the testing results indicated that job burnout has a negative influence on job satisfaction and a positive influence on turnover intention. This suggests that higher job burnout reduces job satisfaction and increases the desire of employees to leave their jobs.

The tests also showed that job satisfaction could partially mediate the impact of job flexibility and job burnout on turnover intention. Partial mediation occurs because the mediator variable significantly affects the dependent variable, and the independent variable significantly impacts the mediator. This means that turnover intention can decrease if job flexibility improves and employees show high job satisfaction. Conversely, if job burnout increases, turnover intention will also increase due to decreased job satisfaction. This research can serve as a basis for policy decisions related to job satisfaction and turnover intention in startup companies in the Jabodetabek area, including: companies could offer more job

flexibility options to their employees to reduce turnover, and consider policies or workplace environments that do not cause excessive job burnout, thereby reducing the intensity of employees wanting to leave. A limitation of the study is that the sample focuses only on permanent employees of startup companies in the Jabodetabek area. This may lead to some indicators being less applicable in such conditions. It can be concluded that the study has achieved its goal of analyzing the research model. Future research should aim to include other variables that affect both satisfaction and turnover intention, or identify types of job flexibility that influence these variables.

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