



Psychological Factors Influencing Organizational Commitment in Tech-Startups: A Systematic Mapping Study

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Abstrak: Industri teknologi saat ini tengah menghadapi volatilitas tinggi akibat fenomena Tech Winter yang memicu gelombang PHK massal dan peningkatan beban kerja digital, sehingga mengancam stabilitas komitmen organisasi karyawan. Penelitian ini bertujuan untuk melakukan Systematic Mapping Study guna menyintesis literatur periode 2021-2026 mengenai faktor-faktor psikologis yang memengaruhi komitmen tersebut. Metodologi yang diterapkan adalah Systematic Literature Review (SLR) dengan mengikuti protokol PRISMA terhadap 11 artikel ilmiah terpilih yang dianalisis menggunakan lensa model Job Demands-Resources (JD-R). Hasil penelitian menunjukkan adanya pergeseran fokus manajemen dari pendekatan transaksional ke arah relasional-psikologis sebagai strategi adaptif dalam menghadapi krisis industri. Temuan mengungkapkan bahwa komitmen organisasi dipengaruhi secara dominan oleh faktor level organisasi (63,6%), terutama melalui keadilan struktural dan dukungan sistemik. Sementara itu, faktor level individu (36,4%) seperti self-leadership dan resiliensi personal menjadi prasyarat krusial bagi terbentuknya keterikatan emosional. Analisis JD-R mengidentifikasi bahwa tuntutan pekerjaan yang intens dimitigasi melalui mekanisme buffering dari sumber daya pekerjaan dan pribadi. Penelitian ini menyimpulkan bahwa stabilitas talenta tidak lagi dapat dijamin hanya melalui intervensi finansial, melainkan melalui penguatan

ekosistem kerja yang adil dan suportif secara mental. Implikasi praktis bagi manajemen startup adalah pentingnya mengintegrasikan kebijakan kesejahteraan mental yang terukur untuk membangun resiliensi karyawan. Penelitian masa depan disarankan untuk menggunakan studi jangka panjang guna menguji efektivitas mekanisme ini pada berbagai tahap pertumbuhan startup serta mengeksplorasi pengaruh budaya kerja lokal.

Katakunci: Komitmen Organisasi; Tech-Startup; Systematic Mapping Study; Faktor Psikologis; Model JD-R.

Abstract: The technology industry is currently facing high volatility due to the Tech Winter phenomenon, which has triggered waves of mass layoffs and a significant increase in digital workloads, thereby threatening the stability of employee organizational commitment. This study aims to conduct a Systematic Mapping Study to synthesize literature from the 2021-2026 period regarding the psychological factors influencing this commitment. The methodology applied is a Systematic Literature Review (SLR) following the PRISMA protocol on 11 selected scholarly articles, analyzed through the lens of the Job Demands-Resources (JD-R) model. The results indicate a shift in management focus from transactional to relational-psychological approaches as an adaptive strategy to face the industrial crisis. Findings reveal that organizational commitment is predominantly influenced by organizational-level factors (63.6%), particularly through structural justice and systemic support. Meanwhile, individual-level factors (36.4%), such as self-leadership and personal resilience, serve as crucial prerequisites for the formation of emotional engagement. The JD-R analysis identifies that intense job demands are mitigated through a buffering mechanism of job and personal resources. This study concludes that talent stability can no longer be guaranteed solely through financial interventions, but rather through the strengthening of a mentally supportive and fair work ecosystem. The practical implication for startup management is the importance of integrating measurable mental well-being

policies to build employee resilience. Future research is suggested to employ longitudinal studies to test the effectiveness of this mechanism across various stages of startup growth and explore the influence of local work culture.

Keywords: *Organizational Commitment; Tech-Startup; Systematic Mapping Study; Psychological Factors; JD-R Model.*

Introduction

The technology industry is currently in a highly volatile and uncertain condition. The Tech Winter phenomenon has triggered waves of mass layoffs globally as an impact of a significant decline in venture capital funding ([Crunchbase, 2024](#)). Data in the research shows that more than 190,000 talents in the technology sector were affected by layoffs throughout 2024 ([Layoffs.fyi, 2025](#)). For employees working in the startup world, being laid off is not just a matter of losing a source of income. It is a psychological factor that triggers severe stress and causes them to think continuously about the meaning of loyalty to the company ([Mohsin, 2024](#)). In these system-disrupting crisis conditions, the ability of startups to create organizational resilience becomes a key element so that the business can survive and adapt to drastically changing conditions ([Utomo et al., 2025](#)).

This condition is exacerbated by the emergence of excessive digital workload or digital debt. Recent reports indicate that high digital communication intensity has surpassed human cognitive capacity, where employees spend most of their time managing information flow rather than performing innovative work ([Microsoft, 2024](#)). This dynamic directly threatens organizational commitment, which is a fundamental asset for startup success. Based on the Job Demands-Resources (JD-R) theory, employee commitment is significantly determined by the balance between job demands and available job resources ([Behavior et al., 2023](#)). Without sufficient resources, heavy pressure from the industry can rapidly diminish employee engagement with company goals. As a strategic solution, the factor of workplace spirituality emerges as one of the most effective mechanisms to re-cultivate organizational commitment and reduce turnover intentions ([Hisam & Sanyal, 2021](#)). By integrating spiritual values and providing meaning in work, organizations are able to create a more emotionally stable environment for their employees. However, there is still a lack of research on how the relationship between organizational resilience and workplace spirituality can effectively restore employee commitment amidst the ongoing challenges of Tech Winter.

Based on the aforementioned description, the research questions for this study are formulated as follows:

1. **RQ 1:** How is the annual publication trend regarding psychological factors influencing organizational commitment in tech-startups within the 2021-2026 period?
2. **RQ 2:** What psychological factors have been identified as drivers of organizational commitment, and how are they categorized based on individual, group, and organizational levels?
3. **RQ 3:** Based on the lens of the Job Demands-Resources (JD-R) Model, what psychological resources have proven to be most dominant in the literature for maintaining employee commitment amidst the high job demands in startups?

Therefore, the purpose of this study is to conduct a Systematic Mapping Study aimed at summarizing previous literature (2021-2026) related to the psychological factors that influence organizational commitment in technology startups. The innovation presented in this research is a comprehensive mapping of emerging psychological variables during this period of industrial instability. Through this mapping, it is expected to create a new and useful conceptual framework for organizational development practitioners to retain their top talent in the future.

Methodology

This research applies the Systematic Literature Review (SLR) method, integrating elements of a Systematic Mapping Study (SMS) to classify and analyze literature related to workplace spirituality, organizational resilience, and employee commitment. The SMS approach is used in the initial stage to map publication trends and theme distributions, while the SLR is used to synthesize in-depth findings from the selected articles. This study is conducted based on the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol, which consists of the stages of identification, screening, eligibility assessment, and inclusion (Page et al., 2021).

The literature search process was conducted comprehensively across three main databases: Springer for in-depth organizational psychology coverage, ScienceDirect for multidisciplinary management studies, and Google Scholar to ensure a broader coverage of literature, including recent industry reports. The keywords used in the search were ("organizational commitment" OR "employee loyalty" OR "affective commitment" OR "continuance commitment" OR "normative commitment") AND ("tech startup" OR "technology startup" OR "digital startup" OR "early-stage venture" OR "high-growth firm") AND ("psychological factors" OR "psychological capital" OR "personality traits" OR "work-life balance" OR "burnout" OR "psychological safety" OR "leadership style" OR "job satisfaction") along with several other variations to expand the journal search.

To minimize bias and maintain the quality of the synthesis results, this study establishes the following inclusion and exclusion criteria:

Table 1: Inclusion and Exclusion Criteria

Criteria	Inclusion (Accepted)	Exclusion (Rejected)
Timeframe	Publications from 2021 – 2026.	Publications before 2021.
Main Topic	Workplace spirituality, startup resilience, and organizational commitment.	Spirituality studies outside of the organizational context (pure theology).
Source Type	Peer-reviewed scientific journals and credible industry reports.	Popular articles, blogs, opinion pieces, or predatory journals.
Language	English and Indonesian.	Languages other than English and Indonesian.
Context	Technology industry, Startups, or economic crisis conditions.	Industries that are not relevant to startup characteristics.

The literature selection process in this study was conducted in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, which includes the stages of identification, screening, eligibility assessment, and inclusion. In the initial stage, all literature obtained from various databases was collected, followed by a screening of titles and abstracts to eliminate irrelevant studies. Subsequently, an eligibility evaluation was performed by reviewing the full-text versions to ensure that only literature meeting the research criteria was selected. Literature that passed the final selection was analyzed using thematic analysis techniques. Data were extracted based on author identity, publication year, methodology used, and key findings. This process was undertaken to synthesize an understanding of how organizational resilience mechanisms and workplace spirituality play a role in maintaining digital talent commitment during the Tech Winter period.

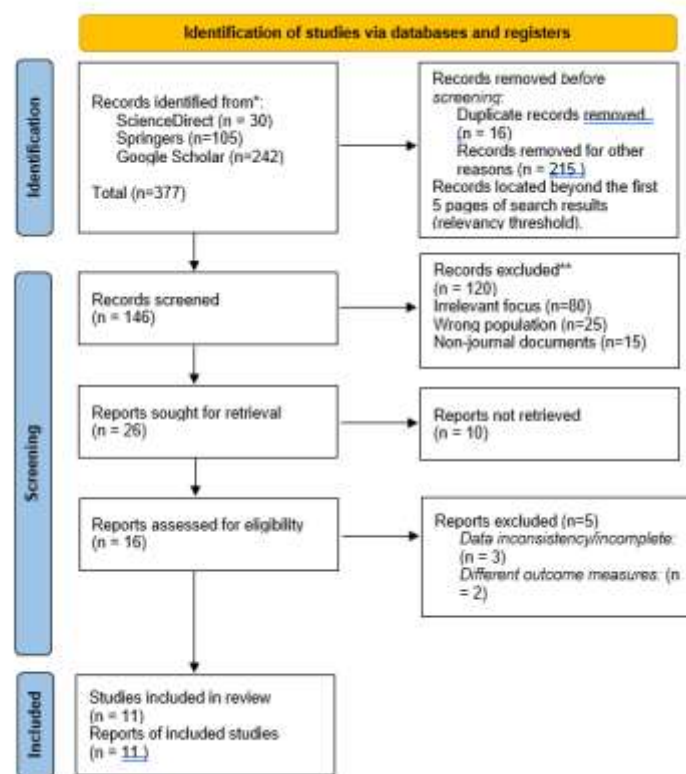


Figure 1. PRISMA Flowchart of the Study Selection Process

The literature selection process was conducted systematically following the PRISMA protocol, resulting in 11 final articles that met the criteria. From the 146 records identified during the initial screening, 120 articles were excluded due to inconsistencies in subject and research focus. The majority of the discarded articles focused on technical aspects of manufacturing and technology, such as the Industrial Internet of Things (IIoT), CEPC systems, and Industry 4.0, which did not discuss organizational behavior. Subsequently, of the 26 articles sought for full-text retrieval, 10 articles were not retrieved due to paywall restrictions or were only available as conference abstracts. During the eligibility assessment

of the remaining 16 articles, 5 were excluded because they focused more on general post-pandemic business resilience without empirical data regarding startup employee commitment or turnover, leaving 11 primary articles for analysis.

Results and Discussion

Based on the results of the systematic study conducted, 11 scientific articles were selected that met the inclusion criteria for analysis in this study. These articles span the period from 2021 to 2026, focusing on factors influencing employee behavior and retention in the startup industry. The general characteristics and methodology of the selected literature are summarized in Table 2 below.

Table 2: Methodology Overview of Selected Literature

No	ID	Author & Year	Title	Method	Location	Main Variables	Key Findings
1	S1	Abanumay et al. (2025)	Unleashing employees' entrepreneurial potential in Saudi start-up companies: the role of psychological empowerment as a mediator between entrepreneurial leadership and employees' entrepreneurial behavior	SEM (Structural Equation Modeling)	International and multicultural startups	Entrepreneurial Leadership, Psychological Empowerment, Entrepreneurial Behavior.	Entrepreneurial leadership has no direct effect on entrepreneurial behavior but exerts an indirect influence through psychological empowerment as a full mediator
2	S2	Adams (2025)	Catalyst of Culture: The Impact of Organizational and Supervisor Support in US Startups	Kuantitatif (Comparative)	224 Startup employees in the US	Perceived Organizational Support (POS), Perceived Supervisor Support (PSS), Organizational Culture, Startup Stage (Maturity).	A strong organizational culture is a more significant determinant of high support than the age or stage of the startup itself
3	S3	Chang & Yoo (2025a)	Justice, Commitment, and Self-Leadership: Pathways to Employee Innovation in Korea	Kuantitatif (SPSS & Macro 4.1)	Sample: Employees (South Korea)	Organizational Justice (Keadilan), Organizational Commitment,	Organizational justice enhances commitment and innovative behavior. Commitment acts as a bridge

					Innovative Work Behavior, Self-leadership.	(mediator) between the perception of justice and innovation
4	S4	Fauzan et al. (2024)	The Role of Trust and Organizational Culture on Job Satisfaction in Startup Companies in Indonesia	Kualitatif (Studi Kasus)	Indonesia (startups in Jakarta & Bandung)	Trust (Kepercayaan), Organizational Culture, Job Satisfaction. Trust and a positive organizational culture collectively increase startup employee job satisfaction, whereas low trust and an unhealthy work culture decrease satisfaction
5	S5	Kusumaputri et al. (2021)	Perceived organizational support, OCB and creative behaviour among millennial generation start-up employees	Kuantitatif (Path Analysis)	157 Millennial employees in Indonesia n Startups	Perceived Organizational Support (POS), Organizational Citizenship Behaviour (OCB), Creative Behaviour. Perceived Organizational Support (POS) triggers creative behavior, and this relationship is mediated/strengthened by OCB (46.4% contribution).
6	S6	Palić et al. (2023)	Shaping startup culture in Croatia: The role of internal marketing in fostering growth	Kuantitatif (Survey Research)	Sample: Startup employees in Croatia	Internal Marketing, Organizational Culture, Mentorship, Employee Engagement, Employee Retention. Mentoring and internal communication are crucial for maintaining a positive culture during startup growth. Growth increases diversity but tends to challenge employee autonomy
7	S7	PUTRA (2024)	The Effect of Workplace Spirituality on Turnover Intention in Indonesian Fintech Startups : the	Kuantitatif (PLS-SEM),	141 Fintech Startup employees	Workplace Spirituality, Job Satisfaction, Organizational Spirituality has no significant direct effect on turnover intention; however, it can

		Mediating Roles of Job Satisfaction	COMMITMENT	(Indonesia)	Commitment, Turnover Intention.	reduce turnover intention through the mediation of organizational commitment and job satisfaction
8	S8	Salahudin et al. (2025)	Exploring the impact of employee well-being as a moderator in the relationship between work-related factors and turnover intentions in Malaysian small and medium enterprises: A partial least squares analysis	Mixed-Methods	Interviews with 60 participants & PLS-SEM with 240 employees	<i>Job Demands are the primary triggers of turnover. However, Well-being acts as a "buffer" (moderator) that mitigates the negative effects of workload</i>
9	S9	Setyaningrum et al. (2024)	Green human resource management and millennial retention in Indonesian tech startups: mediating roles of job expectations and self-efficacy	Kuantitatif (SEM)	292 Millennial employees in Indonesian Tech-Startups.	GHRM practices directly impact employee retention. However, work expectations and self-efficacy do not act as mediators, indicating that the company's environmental values are strong enough to attract and retain employees
10	S10	Syarini et al. (2026)	Pengaruh Keseimbangan Kerja-Kehidupan dan Kompensasi Terhadap Niat Pindah Kerja Melalui Mediasi Kepuasan Kerja Pada Karyawan Generasi Z Pada Industri Startup	Kuantitatif	Generasi Z employees in the Startup Industry (Indonesia).	WLB and Compensation influence turnover intention, with Job Satisfaction acting as a bridge (mediator) that determines Gen Z's decision to stay or leave.

11	S1	Vo & Wurtz (2021)	Factors that drive employee job satisfaction and its overall influence on the intention to leave in a startup	Kualitatif (Exploratory)	5 In-depth interviews with employees from various international startups.	Supervision, Work Conditions, Growth Opportunity, Interpersonal Relationships, Job Satisfaction, Intention to Leave.	<i>Supervision, Work Conditions, and Growth are the most critical factors. Dissatisfaction in these areas directly triggers intention to leave</i>
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Note: ID (S) refers to the mapped studies/literature sources.

After mapping the general characteristics in Table 1, the next stage involves classifying the research based on the level of analysis of each study. This aims to identify research focus trends within the startup industry, specifically whether they emphasize individual factors or organizational factors. The frequency distribution of these findings is presented in Table 2 below.

Table 3: Classification of Research Focus Based on the Level of Analysis

No	Level of Analysis	Related Variables	Factors /	ID Jurnal (S)	Total (n)	Percentage (%)
1	Individu	Workplace spirituality, employee well-being, individual needs & expectations, job satisfaction, creative behavior		S1, S7, S8, S11	4	36,4%
2	Organisasi	Organizational culture, GHRM, compensation, internal marketing, leadership, organizational support (POS)..		S2, S3, S4, S5, S6, S9, S10	7	63,6%
TOTAL					11	100%

Note:

1. Study ID (S): Refers to the list of literature mapped in Table 2.
2. Total (n): The frequency of journals appearing in each category.
3. Percentage The result of the frequency distribution calculation based on the total of 11 journals.

Based on the frequency distribution results in Table 3, the majority of studies regarding employee retention in the startup industry focus on the Organizational Level (63.6%). This indicates that structural policies such as organizational justice, compensation systems, Green Human Resource Management (GHRM), and corporate culture—are still considered the primary determinants in reducing turnover rates. On the other hand, the emergence of research at the Individual Level (36.4%) suggests a new trend that is beginning

to consider personal psychological aspects, such as well-being and workplace spirituality, as crucial factors in understanding employee motivation to remain with the company.

Discussion

This section presents a summary of the structured mapping results from the 11 selected studies to address the established research questions. The discussion is organized by considering publication trends, the classification of analysis levels, and an in-depth analysis utilizing the Job Demands-Resources (JD-R) model.

Based on the data collected from the 11 selected studies, publication trends regarding organizational commitment in tech-startups during the 2021–2026 period indicate a consistent and increasing research interest. This phenomenon is closely related to the dynamics of the global technology industry, which experienced significant fluctuations post-pandemic. The high level of interest in exploring psychological factors suggests a shift in management focus from transactional approaches (such as mere compensation) toward more relational and psychological strategies. This shift has been undertaken to understand how to retain top talent amidst economic uncertainty and intense competition among startups. The emphasis on psychological aspects during this period reflects adaptive corporate strategies in facing phenomena such as 'The Great Resignation' and 'Tech Winter,' where emotional bonds and organizational commitment serve as keys to company stability. Therefore, it is essential to further map the level of analysis of these psychological factors, as discussed in the following section.

The mapping results in Table 3 classify the psychological factors influencing commitment into two primary levels. The dominance of the organizational level (63.6%) indicates that employee commitment in tech-startups is a psychological response to the macro work environment. Factors such as Organizational Justice ([Chang & Yoo, 2025](#)), Internal Marketing ([Palić et al., 2023](#)), and Green HRM ([Setyaningrum et al., 2024](#)) are the most frequently identified antecedents. This suggests that when an organization demonstrates structural fairness and systemic support, employees tend to respond with stronger commitment.

Meanwhile, at the individual level, which shows a lower intensity (36.4%), the literature provides a crucial perspective on internal factors such as Workplace Spirituality ([PUTRA, 2024](#)), Employee Well-being ([Salahudin et al., 2025](#)), and Self-Leadership ([Abanumay et al., 2025](#)). These findings highlight that personal psychological factors and value alignment between the individual and the company are essential prerequisites for building emotional engagement among employees.

Based on the analysis through the lens of the Job Demands-Resources (JD-R) Model, this study identifies how organizational commitment in tech-startups is maintained despite being faced with high industry pressures. This model categorizes psychological factors into two primary, interacting categories:

1. Job Demands

In the context of tech-startups, employees face demands in the form of intense workloads, the rapid pace of innovation, and organizational structural uncertainty. If not properly balanced, these demands can deplete employees' psychological energy and diminish their organizational commitment.

2. Job Resources

Literature findings indicate that the most dominant resources emerging to balance these demands are Organizational Justice and Organizational Support. A study by ([Chang & Yoo, 2025b](#)) highlights that the perception of fairness (Organizational Justice) acts as a crucial structural resource. Furthermore, the Internal Marketing practices researched by ([Palić et al., 2023](#)) in Croatia prove that internal support from the company serves as an effective buffer against occupational stress.

3. Personal Resources

In addition to corporate support, internal factors such as Self-Leadership ([Abanumay et al., 2025](#)) and Workplace Spirituality ([PUTRA, 2024](#)) function as personal resources. These resources enhance individual resilience, enabling employees to manage their own motivation amidst dynamic work demands.

Through this mapping, it can be concluded that organizational commitment in tech-startups is maintained through a 'Buffering Effect' mechanism. This implies that while job demands are inevitable, the presence of strong psychological resources stemming from both organizational policies and individual mental fortitude is proven to sustain employee commitment levels. This confirms that retention strategies in startups must be focused on strengthening these psychological resources.

Conclusion

This study concludes that there has been a significant increase in research interest toward psychological factors as a response to the technology industry crisis during the 2021–2026 period. The mapping results show that organizational commitment in tech-startups is predominantly influenced by organizational-level factors at 63.6%, particularly through structural justice and systemic support; however, individual-level factors (36.4%) remain a crucial prerequisite for the formation of emotional engagement. Based on the JD-R model analysis, employee commitment is maintained through a buffering mechanism where job resources such as organizational justice and personal resources such as self-leadership and workplace spirituality are able to mitigate the pressures of high job demands. Practically, startup management is recommended to strengthen aspects of justice and psychological well-being as a primary strategy for retaining top talent amidst global economic uncertainty.

These findings provide crucial implications that talent stability amidst a crisis can no longer be guaranteed solely through financial interventions, but rather through the strengthening of a mentally supportive work ecosystem. Practically, startup management is advised to integrate organizational justice values into strategic company policies and

develop measurable mental well-being programs to enhance employee resilience. For future research, it is suggested that longitudinal studies or primary quantitative approaches be conducted to test the effectiveness of this buffering mechanism across different stages of startup growth (such as early-stage vs. growth-stage). Additionally, exploring the influence of local work culture on the effectiveness of these psychological resources is also an important research area to broaden the generalization of these findings.

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