

# The Influence of Professional Identity and Resilience on Turnover Intention Among Startup Employees at PT XYZ: The Mediating Role of Job Satisfaction, Work Engagement, and Burnout

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## Abstract

*This study examines the influence of professional identity and resilience on employees' intentions to leave their jobs, focusing specifically on employees at PT XYZ, an early-stage startup. Job satisfaction, work engagement, and burnout serve as hypothesized mediating variables, playing a crucial role in determining the relationship between professional identity, resilience, and turnover intention. The aim of this research is to explore how each of these psychological constructs impacts turnover intention, particularly within a startup context where employee retention poses a significant challenge. Using a quantitative approach, data were collected through structured questionnaires completed by PT XYZ employees. The analysis results show that professional identity and resilience significantly contribute to increased job satisfaction and work engagement, as well as decreased burnout levels, which subsequently lower employees' turnover intentions. These findings offer practical implications for startup management in retaining employees, including strengthening professional identity, fostering resilience through targeted training, and providing equitable compensation. These recommendations are expected to help startups enhance employee retention, as workforce sustainability remains a critical factor for growth during the early stages of a company's development.*

**Keywords:** Professional Identity; Resilience; Turnover Intention; Job Satisfaction; Work Engagement; Burnout; Employee Retention; Startup

## INTRODUCTION

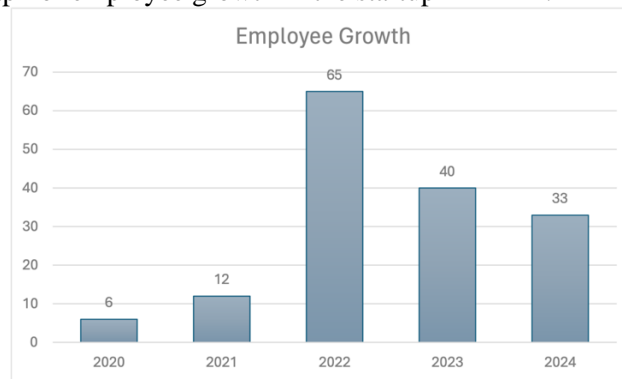
A startup is a company in the early development phase, aiming to achieve the right market segmentation through thorough research (Christiawan, 2022). Generally, startups are known as emerging companies that often operate within the information technology sector (Christiawan, 2022). With the increasing adoption of technology in business, startups have emerged and continued to grow strategically (Christiawan, 2022).

Data compiled by ALPHA JWC et al. (2022) indicates that Indonesia has experienced significant growth in the number of startups, with an increase of 133% from 2010 to 2015, followed by further growth from 2016 to 2021. This makes Indonesia the country with the highest growth of startups among ASEAN nations. Additionally, Indonesia is home to 11 unicorn-status startups, placing it second after Singapore (ALPHA JWC et al., 2022). In the ASEAN region, the Financial Technology (FinTech) sector has emerged as the most popular sector for startups, with the Business to Customer (B2C) model being the most used (ALPHA JWC et al., 2022). Despite this significant growth, the profession of Software Engineer in Indonesia is recorded as having the highest average annual salary, around \$25,000, which remains below that of countries like Singapore and Malaysia but higher compared to the Philippines (ALPHA JWC et al., 2022).

In this context, employees become a key factor for the success of startup companies (Christiawan, 2022). However, a survey conducted by ALPHA JWC et al. (2022) revealed that approximately 91% of employees in startups are open to the possibility of switching or leaving their jobs. The three main reasons driving this decision include misalignment of compensation and rewards

provided by the company, differences in mission and work culture between the company and employees, and a lack of opportunities for growth within the organization (ALPHA JWC et al, 2022).

Based on this data, this research focuses on PT XYZ as the object of study. Data from the human resources department shows a decline in the number of employees in recent months, impacting the work pace and overall company performance. From 2022 to 2024, there has been a decrease of approximately 50% in the number of employees, necessitating an in-depth investigation into this phenomenon. The following presents a graph of employee growth in the startup PT XYZ.



**Figure 1:** Employee Growth Statistic at PT XYZ  
(Source: PT XYZ Human Resource Department)

Based on the issues outlined, this study aims to evaluate the factors underlying the desire of employees in technology-based startups to switch or leave their jobs. This research will focus on analyzing the direct relationships and the mediating role between the variables of Professional Identity, Resilience, and Turnover Intention, while considering the mediating effects of Job Satisfaction, Work Engagement, and Burnout. Therefore, the results of this study are expected to contribute significantly to the academic understanding of turnover intention dynamics within the startup context, as well as provide practical recommendations for management to improve employee retention.

## Hypothesis

### The Effect of Professional Identity on Job Satisfaction, Burnout and Turnover Intention

Professional Identity (PI) significantly impacts Job Satisfaction (JS), Burnout, and Turnover Intention. Strong PI aligns individuals with their roles and responsibilities, increasing JS and fostering a sense of achievement (Wang et al., 2020; Zhang et al., 2021). PI also buffers against Burnout by promoting self-awareness and boundary-setting, reducing overcommitment and stress (Chen et al., 2020; Ren et al., 2021). Concerning Turnover Intention, PI can deter job-leaving tendencies, though studies yield mixed results on its significance and negative correlation with turnover (Wang et al., 2020; Zhang et al., 2018).

H1: Professional Identity has a positive influence on Job Satisfaction.

H5: Professional Identity has a negative influence on Burnout.

H10: Professional Identity has a negative influence on Turnover Intention.

### The Effect of Job Satisfaction on Work Engagement, Resilience, Burnout and Turnover Intention

Job satisfaction is closely related to work engagement, resilience, burnout, and turnover intention. High job satisfaction enhances employees' engagement in their tasks, driven by stronger commitment and motivation. Research by Zhang et al. (2020) and Robianto et al. (2020) shows a significant relationship between job satisfaction and work engagement, although Znidaršič et al. (2021) found this relationship to be insignificant.

Furthermore, job satisfaction positively impacts resilience. Studies by Zhang et al. (2020), Aghaei et al. (2020), and Varshney et al. (2017) highlight the importance of compensation and a supportive work environment in bolstering employee resilience, especially in settings that demand rapid adaptation and emotional stability.

Job satisfaction can also mitigate burnout, a condition of exhaustion caused by excessive job demands. Research by Zhang et al. (2021), Wang et al. (2020), Chen et al. (2020), and Bauer et al.

(2018) indicates that high job satisfaction, supported by fair compensation and a comfortable work environment, tends to reduce job-related fatigue.

Finally, job satisfaction is negatively associated with turnover intention, suggesting that high job satisfaction can decrease employees' desire to leave an organization. Studies by Zhang et al. (2021), Zhang et al. (2020), Wang et al. (2020), Wang et al. (2020), Aburumman et al. (2019), Liu et al. (2019), Redondo et al. (2019), Kurniawaty et al. (2019), Zhang et al. (2018), Chan et al. (2018), and Bauer et al. (2018) support this finding, indicating that satisfaction with work conditions, compensation, and career development reduces turnover intentions.

H2: Job Satisfaction Positively Influences Work Engagement.

H3: Job Satisfaction Positively Influences Resilience.

H4: Job Satisfaction Negatively Influences Burnout.

H9: Job Satisfaction Negatively Influences Turnover Intention.

### **The Effect of Work Engagement on Turnover Intention**

Work engagement plays a crucial role in influencing turnover intention within organizations. Employees with high engagement often feel valued and connected to their workplace, which increases their commitment and decreases their interest in external job opportunities. Research by Zhang et al. (2020), Lathabhavan (2019), Shin et al. (2019) and Zhang et al. (2018) demonstrates a significant negative relationship between work engagement and turnover intention. High work engagement not only enhances employees' sense of recognition and satisfaction but also strengthens their loyalty, reducing their likelihood of leaving the organization.

H6: Work Engagement Negatively Influences Turnover Intention.

### **The Effect of Resilience on Work Engagement and Turnover Intention**

Resilience, or the individual's ability to withstand challenges and stress, can influence turnover intention and work engagement. Individuals with high resilience tend to experience greater psychological comfort, making them less likely to leave the organization. Research by Labrague et al. (2021) and Dai et al. (2019) demonstrates a significant negative relationship between resilience and turnover intention. Conversely, Zhang et al. (2020) found no direct effect between these variables.

Resilience is also positively associated with work engagement. Studies by Zhang et al. (2020), Lathabhavan (2019) and Dai et al. (2019) suggest that resilient individuals are better able to adapt to change, manage stress, and recover from setbacks, which enhances their engagement at work. Resilience enables employees to work more productively, experience greater happiness, and approach their tasks with high motivation.

H7: Resilience Negatively Influences Turnover Intention.

H11: Resilience Positively Influences Work Engagement.

### **The Effect of Burnout on Turnover Intention**

Burnout, characterized by emotional, mental, and physical exhaustion, can increase an individual's desire to leave their job due to overwhelming workloads that exceed their capacity. This state leads to reduced motivation, feelings of helplessness, and a decline in overall well-being and productivity. Research by Zhang et al. (2021), Wang et al. (2020), Wen et al. (2020), Barthauer et al. (2020) and Bauer et al. (2018) highlights a significant positive relationship between burnout and turnover intention. As burnout intensifies, individuals are more likely to seek new employment opportunities that offer lower stress and a more supportive work environment.

H8: Burnout Positively Influences Turnover Intention.

### **The Mediating Effect of Job Satisfaction**

Job satisfaction plays a mediating role in the relationship between professional identity and turnover intention. A strong professional identity can exist alongside job dissatisfaction related to factors such as compensation, work environment, and benefits, leading to a desire to leave the current job. Research by Zhang et al. (2021), Wang et al. (2020) and Zhang et al. (2018) demonstrates that job satisfaction significantly mediates the indirect relationship between professional identity and turnover intention. Higher job satisfaction can enhance the positive effects of professional identity, thereby reducing employees' intention to leave.

H12: Professional identity has an indirect relationship with turnover intention through the mediating effect of job satisfaction.

### The Mediating Effect of Burnout

Job satisfaction reflects an individual's positive feelings toward their work, encompassing aspects such as the work environment, relationships with colleagues, compensation, and career development, which influence employees' intentions to leave their jobs. Burnout, as a psychological condition resulting from high stress levels, can mediate this relationship. When employees feel satisfied with their jobs, it can potentially reduce burnout, thereby decreasing their intention to leave. Conversely, job dissatisfaction can increase burnout, which in turn heightens turnover intention. Research by Zhang et al. (2021), Kazmi et al. (2020) and Wang et al. (2020) indicates a significant indirect relationship between job satisfaction and turnover intention, with burnout serving as a mediator.

H13: Job satisfaction has an indirect relationship with turnover intention through the mediating effect of burnout.

### The Mediating Effect of Work Engagement

Resilience, or an individual's ability to recover from challenging situations, plays a significant role in reducing turnover intention. Individuals with higher resilience can better cope with workplace challenges, leading to a decreased likelihood of seeking new job opportunities. Additionally, this relationship is strengthened by work engagement, as a strong commitment to one's job further diminishes turnover intention. Research by Cao et al. (2021), Zhang et al. (2020) dan Lathabhavan (2019) indicates that work engagement mediates the relationship between resilience and turnover intention. While Lathabhavan (2019) found this relationship to be non-significant, both Cao et al. (2021) dan Zhang et al. (2020) identified a significant connection, suggesting that high resilience combined with strong work engagement results in a lower propensity for individuals to leave their jobs.

H14: Resilience has an indirect relationship with turnover intention through the mediating effect of work engagement.

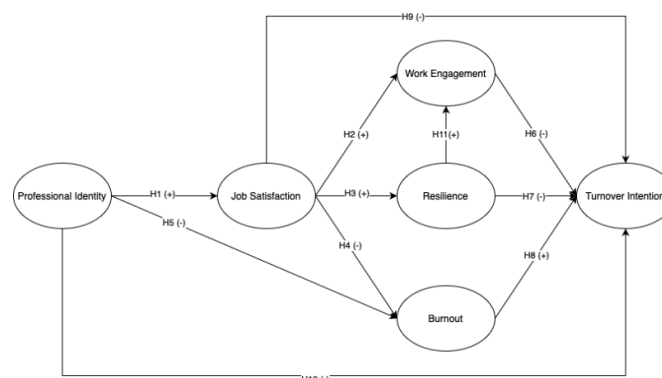


Figure 2: Conceptual Framework

## RESEARCH METHODS

This study will employ a quantitative method. The objective of using a quantitative method is to maximize the utilization of information generated in numerical form from survey results, such as satisfaction level surveys. The quantitative method will produce numerical results derived from software or coding outputs, which will be part of the analysis in the research (Sekaran & Bougie, 2016). In this study, the quantitative method will utilize data analysis through Partial Least Squares Structural Equation Modeling (SEM-PLS), assisted by SmartPLS software.

The research will be conducted on employees within PT XYZ, using a census or exhaustive sampling method where the entire population serves as the sample due to the total number of employees being limited to 33. It is ensured that the entire population has undergone a minimum employment period of three months, in accordance with the Regulation of the Government of the Republic of Indonesia Number 35 of 2021, which regulates Fixed-Term Employment Agreements, Outsourcing, Working Hours, Break Times, and Termination of Employment. This regulation stipulates that after completing a three-month probation period, contract employees may be converted to permanent employees.

Using individual units of analysis, data collection will be conducted collectively through a survey in the form of a questionnaire distributed to all employees via Google Forms, with assistance from the human resources department at PT XYZ. The study will reference the Connor-Davidson Resilience Scale (CD-RISC) from Elkudssiah et al. (2022), the Maslach-Trisini Burnout Inventory (MBI) from Widhianingtanti et al. (2022), the McCleod Clark Professional Identity Scale (MCPIS-9) derived from Adams et al. (2006), the Minnesota Satisfaction Questionnaire (MSQ) from Martins et al. (2012), the Turnover Intention Scale (TIS-6) from Orpina et al. (2022), and the Utrecht Work Engagement Scale (UWES-9) from Balducci et al. (2010). Each indicator will utilize a Likert scale ranging from negative to positive, specifically from 1 to 5.

**RESULT and DISCUSSION**

**Validity Test**

The validity tests measuring the correlation between constructs and latent variables, whether valid or not, are categorized as convergent validity or discriminant validity(Hair et al., 2022). Based on Hair et al. (2022), to measure convergent validity able to use Average Variance Extracted (AVE) value. When AVE value was greater than 0.5 ( $AVE > 0.5$ ), indicates the construct explains more than half of the variance of its indicators(Hair et al., 2022).

**Table 1. Convergent Validity**

Variable	Average Variance Extracted (AVE)
Turnover Intention	0,814
Professional Identity	0,645
Job Satisfaction	0,628
Work Engagement	0,697
Resilience	0,697
Burnout	0,637

Source: Primary Data Processed (2024)

In Table 1, show the AVE of each variable was greater than 0.5 ( $AVE > 0.5$ ). Based on convergent validity standard, all of these variables are stated as valid. The other validity test is discriminant validity used to measure by comparing all construct in the same model based on heterotrait-monotrait (HTMT) ratio of correlations(Hair et al., 2022). The threshold value of HTMT is 0.9, when HTMT ratio more than the threshold that suggests a lack of discriminant validity(Hair et al., 2022). Then, discriminant validity is the other validity test to make sure every indicators are valid.

**Table 2. Discriminant Validity**

Variable	BO	JS	PI	RE	TI	WE
Burnout						
Job Satisfaction	0,667					
Professional Identity	0,697	0,776				
Resilience	0,643	0,675	0,621			
Turnover Intention	0,758	0,899	0,850	0,838		
Work Engagement	0,552	0,714	0,491	0,833	0,764	

Source: Primary Data Processed (2024)

Table 2 presents the HTMT values for each variable, all of which are below the threshold of 0.9 ( $HTMT < 0.9$ ). As all variables meet the HTMT threshold, these values confirm that the constructs meet the criteria for discriminant validity.

**Reliability Test**

Reliability reflects the accuracy and consistency of measurement instruments. According toHair et al. (2022), reliability can be assessed through indicator reliability, Cronbach’s alpha, and composite reliability. Indicator reliability is evaluated based on outer loadings, with a general threshold of  $\geq 0.70$ . Cronbach’s alpha and composite reliability assess internal consistency reliability, with acceptable values ranging from 0.60 to 0.70, and values between 0.70 and 0.90 considered satisfactory (Hair et al., 2022).

**Table 3. Reliability Test**

Variable	Composite Realiability	Cronbach Alpha
Burnout	0,940	0,928
Job Satisfaction	0,938	0,926

Professional Identity	0,942	0,931
Resilience	0,958	0,951
Turnover Intention	0,963	0,954
Work Engagement	0,954	0,945

Source: Primary Data Processed (2024)

Based on Table 3, all variables exceeded the acceptable threshold of 0.60, indicating satisfactory results for the reliability test and confirming that the variables are reliable.

### Structural Model Test

According to Hair et al. (2022), the model tests used are  $R^2$  and predictive relevance  $Q^2$ .  $R^2$  or the coefficient of determination, measures a model's explanatory power and predictive accuracy.  $R^2$  values range from 0 to 1, where higher values indicate greater model accuracy (Hair et al., 2022). The other one,  $Q^2$  Predict or predictive relevance, evaluates a model's ability to maintain predictive accuracy even when applied to new or modified data, ensuring its relevance for future populations. In Smart-PLS,  $Q^2$  Predict is calculated using the PLS Predict feature and categorized as small ( $< 0.25$ ), medium ( $0.25-0.5$ ), or large ( $> 0.5$ ) predictive relevance (Hair et al., 2022).

**Table 4.  $R^2$  Value, Adjusted  $R^2$  and Predictive Relevance  $Q^2$**

Variable	$R^2$	Adjusted $R^2$	Predictive Relevance $Q^2$
Burnout	0,484	0,449	0,399
Job Satisfaction	0,531	0,515	0,517
Resilience	0,417	0,398	0,331
Turnover Intention	0,883	0,862	0,642
Work Engagement	0,681	0,660	0,197

Source: Primary Data Processed (2024)

Based on Table 4, All these variables have  $R^2$  and adjusted  $R^2$  values, indicating that the model can be considered relevant. Moreover, predictive relevance  $Q^2$  of each variable has greater than 0 value and indicating that model can be considered relevant.

### Hypothesis Testing

Hypothesis testing analyzes the path coefficients between independent and dependent variables using bootstrapping. Key metrics include the standardized path coefficient and p-value. A positive standardized path coefficient indicates a direct relationship, while a negative coefficient indicates an inverse relationship. A hypothesis is considered significant if the p-value  $< 0.05$  (Hair et al., 2022).

In Smart-PLS, hypothesis testing also requires evaluating the Confidence Interval (CI) at a 95% range. For significance, the CI must not include 0 (Hair et al., 2022). Thus, a hypothesis is supported if the p-value is  $\leq 0.05$ , the CI excludes 0, and the coefficient direction aligns with the hypothesis (Hair et al., 2022).

Hypothesis testing in this study is conducted by analyzing p-values obtained from Smart-PLS. Since this is a census study where the entire population is included as the sample, p-values are not prioritized for statistical significance, as generalization to a larger population is unnecessary. Instead, hypothesis testing focuses on path coefficients derived from the Smart-PLS output.

**Table 5. Hypothesis Testing Results**

Hypothesis	Relationship	Std. Coefficient	CI 5%	CI 95%	Information
1	Professional Identity $\rightarrow$ Job Satisfaction	0,728	0,575	0,845	Supported
2	Job Satisfaction $\rightarrow$ Work Engagement	0,275	0,080	0,445	Supported
3	Job Satisfaction $\rightarrow$ Resilience	0,646	0,392	0,818	Supported
4	Job Satisfaction $\rightarrow$ Burnout	-0,339	-0,614	-0,096	Supported
5	Professional Identity $\rightarrow$ Burnout	-0,409	-0,650	-0,134	Supported
6	Work Engagement $\rightarrow$ Turnover Intention	-0,102	-0,258	0,085	Supported
7	Resilience $\rightarrow$ Turnover Intention	-0,281	-0,514	-0,079	Supported
8	Burnout $\rightarrow$ Turnover Intention	0,101	-0,076	0,255	Supported

9	Job Satisfaction → Turnover Intention	-0,333	-0,557	-0,087	Supported
10	Professional Identity → Turnover Intention	-0,280	-0,478	-0,107	Supported
11	Resilience → Work Engagement	0,621	0,456	0,769	Supported
12	Professional Identity → Job Satisfaction → Turnover Intention	-0,242	-0,242	-0,065	Supported
13	Job Satisfaction → Burnout → Turnover Intention	-0,034	-0,034	0,019	Supported
14	Resilience → Work Engagement → Turnover Intention	-0,063	-0,063	0,055	Supported

Source: Primary Data Processed (2024)

According to Table 5, this study examined 14 hypotheses concerning the relationships between Professional Identity, Job Satisfaction, Work Engagement, Resilience, Burnout, and Turnover Intention. Firstly, Professional Identity was found to enhance Job Satisfaction (H1), supporting the idea that a strong professional identity fosters job satisfaction (Wang et al., 2020; Zhang et al., 2021). Furthermore, Job Satisfaction plays a critical role in increasing Work Engagement (H2) and Resilience (H3) while also reducing Burnout (H4). These findings align with theories suggesting that satisfied employees are generally more resilient, engaged, and less susceptible to burnout (Aghaei et al., 2020; Zhang et al., 2021).

Additionally, Professional Identity was shown to decrease Burnout (H5), indicating that a strong professional identity helps employees manage work-related stress more effectively (Ren et al., 2021). Both Work Engagement and Resilience were significantly effective in reducing Turnover Intention (H6 and H7), while Burnout had the opposite effect, increasing turnover intention (H8). These results reinforce the protective role of work engagement and resilience against turnover, whereas burnout intensifies the intent to leave (Dai et al., 2019; Labrague et al., 2021).

Both Job Satisfaction and Professional Identity have central roles in mitigating Turnover Intention (H9 and H10), emphasizing the importance of job satisfaction and positive professional identity in reducing the intent to leave (Zhang et al., 2021). Moreover, Resilience showed a positive correlation with Work Engagement (H11), indicating that resilient employees tend to be more engaged in their work (Lathabhavan, 2019).

In the mediation analysis, Job Satisfaction mediated the effect of Professional Identity on Turnover Intention (H12), suggesting that job satisfaction is a key mechanism in reinforcing employee commitment (Zhang et al., 2021). Furthermore, Burnout and Work Engagement respectively mediated the relationships between Job Satisfaction and Resilience with Turnover Intention (H13 and H14). This indicates that reducing burnout and enhancing work engagement can significantly improve employee retention by strengthening their resilience within the organization (Cao et al., 2021; Lathabhavan, 2019).

In summary, this study highlights the importance of psychological and emotional factors that can either strengthen or weaken employees' intent to leave. It also underscores the relevance of organizational strategies focused on boosting job satisfaction, engagement, and resilience as critical means to retain employees.

## CONCLUSION

This study reveals that several key factors—Professional Identity, Job Satisfaction, Work Engagement, Resilience, and Burnout—play a significant role in influencing PT XYZ employees' intentions to stay or leave the organization.

A strong Professional Identity among employees has been shown to enhance Job Satisfaction while simultaneously reducing Burnout and Turnover Intention. This indicates that when employees have a clear understanding of their professional roles, their job satisfaction increases, and the risks of burnout and intentions to leave decrease.

Job Satisfaction itself plays a crucial role by fostering Work Engagement and Resilience among employees, while also lowering Burnout and Turnover Intention. This suggests that job satisfaction can

act as a catalyst for employee engagement and resilience, as well as suppressing the desire to leave the organization.

Furthermore, Work Engagement and Resilience directly reduce Turnover Intention. Employees who are fully engaged and resilient in facing challenges tend to exhibit greater loyalty. Conversely, Burnout increases employees' intentions to leave, indicating that organizations need to effectively manage employee fatigue levels. The mediation analysis results indicate that Job Satisfaction and Work Engagement reinforce the positive influence of Professional Identity and Resilience on employees' intentions to remain with the organization.

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