



Ambidextrous Leadership: Mitigating Turnover Intentions in Millennial Workforce

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ABSTRACT

Introduction/Main Objectives: This study aims to decrease the intention of millennial employees to leave startup companies in Indonesia through the roles of Ambidextrous Leadership, Work-Life Balance, Career Development, and job satisfaction. **Background Problems:** The startup industry in Indonesia is rapidly growing alongside advancements in information and communication technology, yet still faces high turnover rates. **Novelty:** The uniqueness of this research lies in its focus on Ambidextrous Leadership, which combines exploration, exploitation, and flexibility, aligning well with the millennial generation's penchant for change and the development of new ideas in startup companies. **Research Methods:** This research adopts a quantitative method with a causal research design. A sample of 300 respondents is chosen through the snowball sampling technique. Data analysis involves utilizing SEM-PLS to examine the research hypotheses. **Finding/Results:** In the context of startup companies, Ambidextrous Leadership, Work-Life Balance, and Career Development play crucial roles in enhancing job satisfaction and reducing employee Turnover Intention. **Conclusion:** The managerial implication is that startup company leaders need to adopt an Ambidextrous Leadership approach, prioritize Work-Life Balance, and provide clear Career Development opportunities to retain talent and improve employee satisfaction.

1. Introduction

The swift advancement of information and communication technology is observable globally, characterized by the ongoing surge in internet usage over time. By early 2022, global internet users had risen by 4%, totaling 4.95 billion compared to 4.66 billion in 2021 (Indonesian Digital Report, 2022). Similarly, there has been a significant increase in internet users in Indonesia, reaching 212.9 million by early 2023 compared to 204.7 million in early 2022 (Indonesian Digital Report, 2022; Kompas, 2023).

As information and communication technology continues to advance, global competition across industries has intensified, particularly within the startup business sector in Indonesia. Referring to Startup Ranking data, the number of startups in Indonesia reached 2,583 in early 2024, placing Indonesia 6th globally in terms of the largest number of startups, surpassing Germany and France, and ranking highest among ASEAN countries in terms of the number of startups (Startup Ranking, 2024).

However, despite the significant number of startups, they are not without problems. According to research conducted by the Indonesian Information and Communication Technology Creative Industry Community (MIKTI), several main issues faced by startups in Indonesia include funding (34.1%), human resources (18.7%), regulations (13.3%), market (12.9%), strategy (12.3%), and facilities (8.8%) (Dihni, 2022a). Referring to this data, the human resources factor emerges as a major challenge in the domestic startup industry, leading to a significant number of layoffs in Indonesia, with 72.5% of startups reducing their workforce to less than 50 employees (Dihni, 2022b).

Moreover, human resource issues in the startup industry also involve employee turnover, with a resignation rate reaching 25% (Annur, 2019). This aligns with a survey by Alpha JWC Ventures, revealing that 91% of startup employees are open to leaving their current jobs (Wafi, 2022). Furthermore, the survey results from Alpha JWC Ventures also reveal three main reasons employees wish to leave their companies: compensation and rewards, mismatch of company mission and culture, and lack of Career Development opportunities (Wafi, 2022). Compensation and rewards are closely related to employee job satisfaction (Adanlawo, Nkomo, & Vezi-Magigaba, 2023), the mismatch of company mission and culture with employees relates to the expected Work-Life Balance (Lamane-Harim, Cegarra-Leiva, & Sánchez-Vidal, 2023), and the lack of Career Development opportunities are associated with the existing Career Development in the company and the role of leaders in it (Gedifew, 2023; Karunia, Darmawansyah, Prasetyo, Triyadi, & Ariawan, 2023).

From the pre-research conducted by the author on 30 startup employees, several main factors suspected to influence Turnover Intention were identified, including job satisfaction (32%), leadership (18%), Work-Life Balance (15%), and Career Development (15%). Furthermore, previous studies have indicated that job satisfaction (Hidayati & Saputra, 2018), leadership (Hidayati & Saputra, 2018; Nugraha, 2019), Work-Life Balance (Hafid, 2017; Nugraha, 2019), and Career Development (Nikmah, Wulan, & Seputro, 2018; Pramudika, Yulianeu, Fathoni, & Rakanita, 2017; Yasar & Nugraheni, 2017) can reduce employees' intention to leave the company. However, some other studies found that job satisfaction (Sentana & Surya, 2017), leadership (Saklit,

2017), Work-Life Balance (Oosthuizen, Coetzee, & Munro, 2016; Prayogi, Koto, & Arif, 2019), and Career Development (Saklit, 2017) have a positive effect on Turnover Intention.

As the subjects of this research are millennial employees, the author has chosen Ambidextrous Leadership as one of the variables to be investigated, considering that this leadership style emphasizes exploration, exploitation, and flexibility, which align well with millennials' concern for change and development of new ideas in the company. Ambidextrous Leadership also represents a novelty in this study, combining exploration and exploitation elements into a complex leadership concept. Additionally, the author will examine the relationships between other identified variables, such as job satisfaction, Work-Life Balance, and Career Development, with Turnover Intention. Thus, this research is expected to provide better insights into the factors influencing employees' intention to leave startup companies, especially among millennials.

The findings of this study are also anticipated to offer guidance for startup leaders in managing millennial employees more effectively, thereby reducing turnover rates and enhancing overall company performance. Implementing comprehensive training and development programs for startup leaders and managers to adopt an Ambidextrous Leadership approach, which balances exploration and exploitation, will likely enhance job satisfaction and reduce employee Turnover Intentions. Cultivating a work culture that supports a balance between work and personal life by providing flexible work schedules, implementing Work-Life Balance policies, and managing workloads effectively can lead to improved employee satisfaction and retention.

Establishing clear and structured Career Development programs, offering growth opportunities, skill training, and clear career paths for startup employees will enhance job satisfaction and strengthen organizational commitment.

Recognizing the mediating role of job satisfaction in the relationship between Ambidextrous Leadership, Work-Life Balance, and Career Development with employee Turnover Intentions ensures that job satisfaction is a critical focus in human resource management strategies. Encouraging the adoption of transformational, participative, and distributed leadership behaviors within startup companies can further enhance job satisfaction and reduce employee Turnover Intentions. Conducting regular surveys to measure employee job satisfaction levels and Turnover Intentions will help identify factors influencing changes in these variables and improve existing strategies and policies. Creating a fair and supportive work environment where employees feel valued, supported, and have development opportunities is crucial for retaining talent and reducing employee turnover rates in startup companies.

High turnover rates in startups can significantly disrupt operations and have financial implications. Turnover can lead to project delays, disrupt team continuity, and increase recruitment and training costs. High turnover also affects team morale and productivity, leading to a loss of valuable knowledge and experience. Startups often operate with limited resources, and frequent turnover can strain these resources further, impacting the overall success and sustainability of the company. To quantify the impact, consider the resignation rate of 25% reported in startups.

(Annur, 2019). This high turnover rate necessitates frequent recruitment, which incurs costs related to job advertising, hiring processes, and training new employees. Additionally, the disruption caused by turnover can lead to decreased productivity and morale, affecting the company's bottom line. For instance, the financial cost of replacing an employee can range from 50% to 200% of their annual salary, depending on the position level and the industry. Therefore, addressing turnover through effective management practices is essential for startups' financial health and operational efficiency.

The following research questions and sub-questions are proposed to explore the factors influencing startups Turnover Intention. How does Ambidextrous Leadership influence job satisfaction and Turnover Intention among startups millennial employees? What are the specific aspects of Ambidextrous Leadership that impact job satisfaction? How does job satisfaction mediate the relationship between Ambidextrous Leadership and Turnover Intention? How does Work-Life Balance impact job satisfaction and Turnover Intention in startups? How does Work-Life Balance directly affect job satisfaction among startup employees? In what ways does job satisfaction mediate the effect of Work-Life Balance on Turnover Intention? How does Career Development influence job satisfaction and Turnover Intention among startups employees? What specific Career Development opportunities are most effective in enhancing job satisfaction? How does job satisfaction mediate the relationship between Career Development and Turnover Intention? By addressing these research questions and sub-questions, the study aims to comprehensively understand the factors

influencing Turnover Intentions in startups, particularly focusing on the millennial workforce. The findings will help formulate strategies to enhance job satisfaction, reduce turnover rates, and improve overall organizational performance..

2. Literature Review

2.1. *Ambidextrous Leadership*

Leadership is a collective effort to achieve common goals, often through teamwork (Virgiawan, Riyanto, & Endri, 2021). In organizational behavior, leadership is characterized as the skill to steer a group toward achieving objectives (Meng & Berger, 2019). Leadership research has demonstrated the significance of behavioral traits and personality attributes within organizational settings (Hapsari, Riyanto, & Endri, 2021; Meng & Berger, 2019). Leadership is currently a primary focus in management as it is considered key to understanding and responding to complex social dynamics (Sun & Anderson, 2012). While leadership was initially viewed as an innate trait, contemporary thinking supports the idea that leadership can be developed through experience and learning (Collings, 2012).

One emerging approach in leadership studies is the concept of Ambidextrous Leadership, which emphasizes the importance of combining exploration and exploitation to achieve organizational goals (Jia, Hu, & LI, 2022). Ambidextrous Leadership helps create an innovative environment and advances organizational and individual capabilities (Ma, Zhou, Chen, & Dong, 2018; Zacher & Rosing, 2015). Recent studies have continued to support the significance of this leadership style in fostering adaptability and innovation (Gerlach, Hundeling, & Rosing, 2020). Thus, Ambidextrous Leadership is relevant and

important in managing modern organizational dynamics (Lubatkin, Simsek, Ling, & Veiga, 2006).

2.2. *Work-Life Balance*

In the context of modern industries and millennial employees, Work-Life Balance is becoming increasingly relevant (Delecta, 2011). Work-Life Balance refers to an individual's capacity to maintain equilibrium between their professional responsibilities and personal commitments, a crucial requirement for millennials who prioritize harmony between work and personal life. Priatna, Jusdijachlan, & Ridwan (2022) corroborate this concept by illustrating that Work-Life Balance indicates the state where employees can harmonize their work demands with their lives outside of the workplace. Frame & Hartog (2003) also emphasize the importance of flexibility in work hours to enable millennial employees to integrate work with their personal needs and aspirations.

Contemporary businesses recognize that achieving Work-Life Balance is a psychological necessity and a vital element in keeping millennial workers engaged and motivated. Ranaweera & Dharmasiri (2019) highlight that millennial employees often seek job flexibility to maintain a healthy equilibrium between their professional and personal lives. This underscores the importance of companies adapting their policies and workplace culture to promote Work-Life Balance as a strategy for both attracting and retaining millennial talent. Factors such as social support, stress levels, and job characteristics must also be considered to improve the Work-Life Balance of millennial employees in today's fast-paced and dynamic work environments.

2.3. *Career Development*

Rivai (2014) illustrates Career Development as the process of enhancing individual competencies to achieve desired career goals. Sunyoto (2015) emphasizes that Career Development is a crucial aspect of career management, involving the identification of individual career potentials and the application of appropriate strategies to develop those potentials. Widodo (2015) states that Career Development encompasses a series of lifelong activities that assist individuals in exploring, reinforcing, and achieving success in their careers. Kaswan & Sadikin (2015) add that Career Development involves individual efforts and organizational support to enhance performance and career achievements.

In the context of millennial employees and modern companies, Career Development is becoming increasingly important. Millennial employees tend to seek clear and sustainable Career Development opportunities that align with their values and personal aspirations. Modern companies need to address these needs by providing relevant and engaging Career Development programs. Flexibility in Career Development is also key, as millennial employees often seek opportunities to explore various fields and roles within the organization. Therefore, companies need to ensure that they provide sufficient support for the Career Development of millennial employees through formal programs and informal support in an inclusive and growth-oriented work environment.

2.4. *Work Satisfaction*

Job satisfaction indicates how much individuals feel their work environment meets their expectations and is closely tied to theories of fairness, psychological agreements, and motivation (Robbins &

Judge, 2015). Robbins & Judge (2015) explain that job satisfaction is a favorable sentiment toward work resulting from evaluations of its different aspects. Employee job satisfaction is a significant concern in the context of work productivity and employee well-being, as dissatisfaction is often associated with high-stress levels and job complaints (Sutrisno, 2017). Rivai (2014) explains that job satisfaction reflects individuals' evaluations of their satisfaction or dissatisfaction with their work.

The level of job satisfaction varies for each individual according to their preferences, values, and expectations. In the realm of millennial workers and contemporary firms, job satisfaction emerges as a critical element in talent acquisition and retention. Millennial employees often pursue roles that offer fulfillment and resonate with their values, prompting companies to address their preferences and requirements when crafting a conducive work environment. Therefore, the company's approaches to fostering job satisfaction are pivotal in cultivating an inclusive and development-centric workplace culture for millennial staff.

2.5. Turnover Intention

As per Robbins & Judge (2015), Turnover Intention denotes an employee's inclination to depart from a company, whether willingly or due to external factors, such as disinterest in their current position and the presence of alternative job opportunities. Additionally, Mobley (2016) suggests that Turnover Intention signifies an individual's choice to exit an organization in favor of a job offering superior financial benefits. Similarly, Susiani (2014) indicates that Turnover Intention represents an

individual's deliberate intent to resign from their employment.

Robbins & Judge (2015) clarify that departure from an organization can happen through voluntary or involuntary means. Voluntary turnover occurs when employees leave the organization because they are not interested in their current job and see better opportunities elsewhere. On the other hand, involuntary turnover occurs when management terminates the employment relationship with an employee. According to Mathis & Jackson (2012), job dissatisfaction can influence Turnover Intention, which can increase the desire to leave the job; Elangovan (2001) also states that the desire to leave the organization can decrease job satisfaction.

Millennial employees in modern industries may express their dissatisfaction in more active and destructive ways, such as considering leaving the organization. This phenomenon suggests that modern companies need to pay attention to the needs and desires of millennial employees in creating a work environment that meets their expectations and motivates them to stay. Therefore, talent management strategies and enhancing job satisfaction are key to reducing Turnover Intention among millennial employees.

2.6. Conceptual Framework

Drawing from observed phenomena, identified research gaps, and existing theories, the author explores the impact of Ambidextrous Leadership, Work-Life Balance, and Career Development on job satisfaction and Turnover Intention among millennial employees in Indonesian startup firms.

Research indicates that the flexibility and adaptability of Ambidextrous

Leadership are positively correlated with increased job satisfaction (Gerlach et al., 2020). Studies suggest that effective Ambidextrous Leadership reduces Turnover Intentions by creating a more engaging and supportive work environment (He & Wong, 2004; Jansen, Tempelaar, Bosch, & Volberda, 2009). Research shows that employees who achieve a good Work-Life Balance report higher job satisfaction (Ranaweera & Dharmasiri, 2019). Adequate Work-Life Balance is linked to reduced Turnover Intentions as employees feel more fulfilled and less stressed (Priatna et al., 2022). Career Development opportunities are shown to enhance job satisfaction by aligning personal growth with organizational goals (Rivai, 2014; Sunyoto, 2015). Lack of Career Development opportunities can lead to increased Turnover Intentions as employees seek better prospects elsewhere (Kaswan & Sadikin, 2015; Widodo, 2015). Higher job satisfaction is associated with lower Turnover Intentions, as satisfied employees are more likely to stay with the organization (Elangovan, 2001; Robbins & Judge, 2015).

The hypotheses and research framework are formulated as follows:

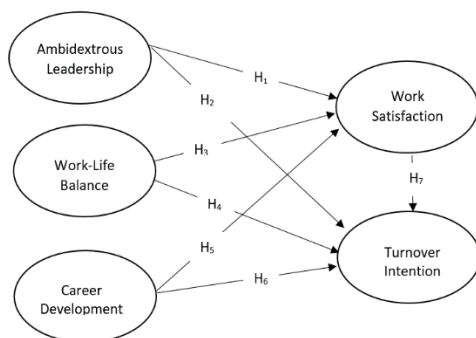


Figure 1. Research Framework

Hypothesis 1. There is a relationship between Ambidextrous Leadership and job satisfaction.

Hypothesis 2. There is a relationship between Ambidextrous Leadership and Turnover Intention.

Hypothesis 3. There is a relationship between Work-Life Balance and job satisfaction.

Hypothesis 4. There is a relationship between Work-Life Balance and Turnover Intention.

Hypothesis 5. There is a relationship between Career Development and job satisfaction.

Hypothesis 6. There is a relationship between Career Development and Turnover Intention.

Hypothesis 7. There is a relationship between job satisfaction and Turnover Intention.

3. Method, Data, and Analysis

The research methodology employs a quantitative approach with a causal orientation to examine the relationships among the studied variables (Sugiyono, 2019). This study focuses on the startup industry in Indonesia, aiming to understand the impact of Ambidextrous Leadership, Work-Life Balance, and Career Development on job satisfaction and Turnover Intention.

The research instruments used in this study are described below:

1. **Ambidextrous Leadership (AL):** The instrument measures various dimensions of leadership, such as the leader's ability to give freedom in task completion, encourage new ideas, motivate risk-taking, and monitor goal achievements. These items are adapted from Jansen,

Vera, & Crossan (2009) and Jia et al. (2022).

2. **Work-Life Balance (WB):** This instrument assesses the balance employees maintain between their work and personal life, including adequate rest, personal and family time, and support from family regarding their work. The scale is adapted from Delecta (2011) and Priatna et al. (2022).
3. **Career Development (CD):** The instrument evaluates employees' perceptions of fairness in promotional opportunities, the role of leadership in career advancement, and the availability of Career Development information. These items are adapted from Rivai (2014) Sunyoto (2015).
4. **Work Satisfaction (WS):** This instrument measures employees' satisfaction with their job, including satisfaction with salary, job fit, learning opportunities, promotion system, and team cooperation. The scale is adapted from Robbins & Judge (2015).

The study involves 300 participants, all of whom are millennial employees in the Indonesian startup sector. The sample size of 300 was determined based on statistical power analysis to ensure sufficient power to detect significant effects. Sample selection follows the guidelines provided by Hair, Howard, & Nitzl (2020), using the snowball sampling technique. Snowball sampling is particularly effective for reaching specific populations that are otherwise difficult to access, which is often the case with startup employees. This technique leverages the networks of initial participants to recruit further subjects, ensuring a broad reach within the target demographic. However, it can introduce bias due to its reliance on

referrals from initial subjects. To mitigate this, the study ensures diversity in initial subjects and cross-verifies responses to enhance representativeness.

Data collection was conducted using a questionnaire designed in Google Forms, targeting the intended sample. The questionnaire underwent pre-testing to ensure clarity and relevance of the questions. Interviewers received training to ensure consistency and accuracy in data collection. Additionally, data validation checks were implemented to maintain data quality and integrity.

The measurement instruments for this study include validated scales from previous research. Ambidextrous Leadership was measured using items adapted from Jansen, Vera, et al. (2009) and Jia et al. (2022). Work-Life Balance was assessed using the scale from Delecta (2011) and Priatna et al. (2022). Career Development was measured using items from Rivai (2014) and Sunyoto (2015). Job satisfaction was assessed using the scale from Robbins & Judge (2015), and Turnover Intention was measured using items from Mobley (2016) and Susiani (2014).

Data analysis was performed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS v.3.8. SEM-PLS was chosen over other methods like CB-SEM due to its advantages in handling complex models with multiple constructs and indicators and its suitability for exploratory research. SEM-PLS is also robust with smaller sample sizes and does not require the data to meet strict normality assumptions, making it ideal for this study's context and data characteristics.

Observations were conducted through regular direct observations within startup companies in Indonesia to gather additional qualitative insights and corroborate the

quantitative findings. These observations provided a comprehensive understanding of the startup work environment and the dynamics influencing the studied variables.

4. Results and Discussion

4.1. Results

This study adopted a minimum factor loading threshold of 0.70 as the criterion. Through convergence testing, it was observed that all indicators used in the study, totaling 60, exhibited outer loading values exceeding 0.7. This suggests that all indicators are deemed valid or meet the convergence standards (Ghozali, 2014). Moreover, in the discriminant validity

assessment using cross-loading and AVE, it was established that the correlation between constructs and their respective indicators surpassed the correlation with other constructs, with AVE values surpassing 0.5 (Sarstedt, Hair, Nitzl, Ringle, & Howard, 2020). The final phase in the measurement model entails reliability examination. The reliability assessment results indicated that the research variables attained composite reliability values surpassing 0.7 and Cronbach's alpha values surpassing 0.6. Therefore, this research model satisfies reliability criteria and can advance to structural model testing (Sarstedt et al., 2020).

Table 1. Summary of Measurement Model Results

Variable and items	Loading Factor	AVE	Cronbach's Alpha	Composite Reliability	X-1	X-2	X-3	Y-1	Y-2
<i>Ambidextrous Leadership (AL)</i>									
AL1	0.933	0.829	0.981	0.983	0.890	0.854	0.783	0.804	-0.888
AL2	0.948				0.916	0.897	0.784	0.834	-0.869
AL3	0.943				0.886	0.886	0.704	0.790	-0.794
AL4	0.940				0.911	0.866	0.733	0.803	-0.808
AL5	0.895				0.899	0.872	0.720	0.825	-0.807
AL6	0.917				0.880	0.750	0.640	0.763	-0.713
AL7	0.946				0.913	0.789	0.756	0.814	-0.787
AL8	0.931				0.908	0.760	0.730	0.784	-0.794
AL9	0.926				0.926	0.768	0.732	0.821	-0.816
AL10	0.973				0.930	0.782	0.705	0.821	-0.807
AL11	0.983				0.937	0.782	0.720	0.820	-0.819
AL12	0.952				0.926	0.792	0.765	0.822	-0.831
<i>Work-Life Balance (WB)</i>									
WB1	0.945	0.814	0.971	0.975	0.730	0.889	0.585	0.704	-0.744
WB2	0.966				0.747	0.899	0.637	0.744	-0.768
WB3	0.932				0.757	0.880	0.688	0.747	-0.751
WB4	0.951				0.863	0.920	0.741	0.853	-0.823
WB5	0.950				0.826	0.908	0.689	0.793	-0.794
WB6	0.922				0.761	0.898	0.603	0.708	-0.723
WB7	0.937				0.836	0.875	0.738	0.785	-0.856
WB8	0.960				0.864	0.905	0.745	0.820	-0.824
WB9	0.949				0.882	0.942	0.762	0.864	-0.846
<i>Career Development (CD)</i>									

CD1	0.937	0.802	0.982	0.984	0.732	0.677	0.923	0.718	-0.739
CD2	0.960				0.747	0.694	0.929	0.760	-0.767
CD3	0.941				0.746	0.720	0.937	0.785	-0.780
CD4	0.954				0.760	0.730	0.933	0.741	-0.765
CD5	0.951				0.737	0.712	0.921	0.720	-0.757
CD6	0.879				0.629	0.644	0.835	0.678	-0.681
CD7	0.925				0.663	0.657	0.841	0.683	-0.713
CD8	0.952				0.687	0.678	0.870	0.752	-0.739
CD9	0.931				0.734	0.697	0.923	0.746	-0.753
CD10	0.931				0.689	0.634	0.871	0.691	-0.728
CD11	0.976				0.681	0.634	0.876	0.662	-0.720
CD12	0.936				0.721	0.676	0.879	0.673	-0.719
CD13	0.938				0.774	0.715	0.902	0.718	-0.746
CD14	0.970				0.779	0.708	0.901	0.736	-0.738
CD15	0.934				0.717	0.706	0.888	0.761	-0.726
Work Satisfaction (WS)									
WS1	0.948	0.818	0.984	0.985	0.804	0.769	0.688	0.892	-0.802
WS2	0.940				0.867	0.833	0.777	0.924	-0.866
WS3	0.922				0.789	0.763	0.759	0.852	-0.742
WS4	0.951				0.767	0.752	0.722	0.896	-0.780
WS5	0.908				0.739	0.773	0.718	0.871	-0.740
WS6	0.941				0.816	0.790	0.734	0.943	-0.865
WS7	0.937				0.810	0.764	0.688	0.888	-0.778
WS8	0.954				0.800	0.762	0.716	0.877	-0.776
WS9	0.947				0.824	0.793	0.810	0.916	-0.831
WS10	0.953				0.792	0.783	0.697	0.928	-0.820
WS11	0.969				0.799	0.758	0.698	0.917	-0.836
WS12	0.934				0.845	0.803	0.765	0.915	-0.838
WS13	0.959				0.796	0.835	0.749	0.922	-0.831
WS14	0.984				0.790	0.792	0.697	0.906	-0.818
WS15	0.978				0.814	0.796	0.721	0.918	-0.829
Turnover Intention (TI)									
TI1	0.850	0.756	0.959	0.965	-0.710	-0.687	-0.647	-0.695	0.798
TI2	0.922				-0.795	-0.749	-0.734	-0.752	0.864
TI3	0.844				-0.768	-0.747	-0.682	-0.780	0.845
TI4	0.888				-0.723	-0.743	-0.676	-0.735	0.802
TI5	0.929				-0.775	-0.788	-0.741	-0.822	0.915
TI6	0.900				-0.725	-0.750	-0.686	-0.714	0.859
TI7	0.922				-0.842	-0.815	-0.756	-0.814	0.914
TI8	0.949				-0.854	-0.830	-0.768	-0.856	0.931
TI9	0.894				-0.786	-0.772	-0.751	-0.829	0.886

According to the test outcomes, the adjusted R-square values for Turnover Intention and job satisfaction are 0.865 and 0.826, respectively. This suggests a highly impactful influence indicated by the R2 in

this study. These findings also suggest that 86.5% of the variation in Turnover Intention can be accounted for by the variation in Ambidextrous Leadership, Work-Life Balance, Career Development, and job

satisfaction, while the variation in Ambidextrous Leadership, Work-Life Balance, and Career Development can explain 82.6% of the variation in job satisfaction. Moreover, the R-square assessment yields an F-value of 149.86 for Turnover Intention and 309.19 for job satisfaction. These results signify that the variables under study collectively impact their respective variables (Khan et al., 2019). Lastly, the GoF computation returns a value of 0.851, exceeding 0.36. This indicates a high and satisfactory level of quality in the overall performance of the measurement and structural models (Sarstedt et al., 2020).

Table 2. Summary of Structural Model Results

Constructs	R ²	R ² Adjusted	F-Count
Turnover Intention	0.870	0.865	149.86
Work Satisfaction	0.832	0.826	309.19
$GoF = \sqrt{AVE \times R^2} = 0.851$			

Furthermore, in hypothesis testing using bootstrap resampling, it was discovered that the Ambidextrous Leadership style significantly and positively impacts job satisfaction, as evidenced by the original sample value of 0.434, t-statistic > 1.96, and p-value < 0.05. This implies that, from the perspective of employees, the presence of Ambidextrous Leadership can bolster job satisfaction. On the other hand, Ambidextrous Leadership also exerts a significant and negative direct influence on Turnover Intention, indicated by the original sample value of -0.234, t-statistic > 1.96, and p-value < 0.05. These findings indicate that leaders' display of Ambidextrous Leadership motivates employees to remain with the company.

Work-Life Balance also demonstrates a notable positive direct impact on job satisfaction, supported by the original sample value of 0.309, t-statistic > 1.96, and p-value < 0.05. This implies that maintaining a balance between work and personal life can elevate employee job satisfaction. However, Work-Life Balance also exhibits a noteworthy negative influence on job satisfaction, as indicated by the original sample value of -0.246, t-statistic > 1.96, and p-value < 0.05. This indicates that an imbalance in work-life harmony can diminish employee job satisfaction.

Furthermore, Career Development also enhances job satisfaction, as evidenced by the original sample value of 0.221, t-statistic > 1.96, and p-value < 0.05. The introduction of Career Development initiatives in startup companies is believed to increase employee job satisfaction. Additionally, Career Development also contributes to decreasing Turnover Intention, with the original sample value of -0.185, t-statistic > 1.96, and p-value < 0.05. This suggests that implementing Career Development programs will aid companies in lowering Turnover Intention.

Lastly, job satisfaction also plays a part in reducing Turnover Intention, as indicated by the original sample value of -0.326, t-statistic > 1.96, and p-value < 0.05. This implies that enhancing employee job satisfaction within the organization can help mitigate Turnover Intention.

The hypothesis testing results also found that Ambidextrous Leadership has the greatest influence on increasing employee job satisfaction, while the reduction in employees' intention to leave the company is most significantly influenced by job satisfaction.

Table 3. Significance Test Result

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
H-1: Directly, Ambidextrous Leadership enhances job satisfaction.	0.434	3.525	0.000	Supported
H-2: Directly, Ambidextrous Leadership reduces Turnover Intention.	-0.234	2.198	0.028	Supported
H-3: Directly, Work-Life Balance positively influences job satisfaction.	0.309	3.191	0.002	Supported
H-4: Directly, Work-Life Balance negatively influences Turnover Intention.	-0.246	3.226	0.001	Supported
H-5: Directly, Career Development increases job satisfaction.	0.221	3.056	0.002	Supported
H-6: Directly, Career Development decreases Turnover Intention.	-0.185	2.573	0.010	Supported
H-7: Directly, job satisfaction reduces Turnover Intention.	-0.326	3.471	0.001	Supported

4.2. Discussion

Ambidextrous leadership, characterized by the ability to balance both exploration and exploitation behaviors, has been found to influence various aspects of job satisfaction positively. Specifically, the aspect of closing behavior within Ambidextrous Leadership has been identified as strongly correlated with job satisfaction (Luu, Dinh, & Qian, 2019; Luu, Viet, Masli, & Rajendran, 2019). This conclusion is supported by research indicating a positive link between Ambidextrous Leadership and job crafting, which, in turn, is connected to job satisfaction (Luu et al., 2019). Additionally, Ambidextrous Leadership has been observed to moderate the positive effects of corporate social responsibility on customer-oriented

job crafting and service recovery performance, highlighting its role in enhancing job-related outcomes (Luu et al., 2019). Transformational leadership has also been recognized as a factor that positively influences job satisfaction (Kebede & Demeke, 2017), with research demonstrating that transformational leadership behaviors contribute to increased job satisfaction among faculty members in educational settings (Muga, 2022). Participatory leadership significantly impacts job satisfaction, emphasizing the importance of involving employees in decision-making processes (Damanik, Situmorang, & Dewi, 2021). Additionally, distributed leadership has been linked to higher levels of job satisfaction among teachers, indicating its

positive effect on job-related attitudes (Kang, 2019). Overall, the literature indicates that various dimensions of leadership, including Ambidextrous Leadership, transformational leadership, participatory leadership, and distributed leadership, can enhance employee job satisfaction. These findings highlight the significance of effective leadership behaviors in creating a positive work environment and improving job-related outcomes.

In the startup environment, Ambidextrous Leadership, which entails balancing both exploration and exploitation behaviors, can have a significant negative impact on Turnover Intention. Notably, the open behavior aspect of Ambidextrous Leadership has been linked to the desire to leave the organization (Saeed, 2020). This suggests that in startups, where agility and innovation are vital for success, a leadership style emphasizing both exploration and exploitation may inadvertently lead to higher Turnover Intentions among employees. Research indicates that despotic leadership, characterized by destructive and abusive behavior, can increase employees' likelihood of quitting their jobs (Albashiti, Hamid, & Aboramadan, 2021). Similarly, toxic leadership has been associated with elevated Turnover Intentions due to its adverse effects on the work environment and employee well-being (Dwita, 2022). Conversely, transformational leadership correlates with reduced Turnover Intentions (Gan & Voon, 2021; Manoppo, 2020). Transformational leaders inspire and motivate employees, leading to higher engagement levels and commitment lowering the likelihood of employees seeking to leave the organization. Additionally, ethical leadership has been shown to decrease Turnover Intentions by enhancing job satisfaction (Shafique, Kalyar,

& Ahmad, 2018). Ethical leaders can mitigate employee Turnover Intentions by promoting ethical conduct and establishing a supportive work atmosphere. In summary, while Ambidextrous Leadership may offer benefits in fostering innovation and adaptability in startups, startup leaders must be mindful of its potential negative impact on Turnover Intentions. By incorporating elements of transformational and ethical leadership, startup companies can cultivate a conducive work environment that not only encourages innovation but also enhances employee satisfaction and retention, thereby contributing to the organization's long-term success.

Work-Life Balance is important in boosting job satisfaction, particularly within startup firms. Numerous studies consistently reveal a positive correlation between Work-Life Balance and job satisfaction (Heriyadi, Tjahjono, & Rahayu, 2020; Hermawati, Moeins, & Suhardi, 2023; Mas-Machuca, Berbegal-Mirabent, & Alegre, 2016). This link is further supported by evidence showing that maintaining a healthy Work-Life Balance leads to favorable outcomes such as enhanced performance, reduced Turnover Intentions, and increased organizational pride (Capnary, Rachmawati, & Agung, 2018; Fiernaningsih, Nimran, Raharjo, & Arifin, 2019; Krishnan & Loon, 2018). Maintaining a balanced work-life equilibrium becomes even more crucial in startup settings, characterized by demanding workloads and resource constraints. Research indicates that Work-Life Balance positively influences employee loyalty, performance, and satisfaction (Bagis & Adawiyah, 2022; Capnary et al., 2018). Additionally, the favorable impact of Work-Life Balance on job satisfaction plays a pivotal role in mitigating burnout and

fostering employee retention (Priatna et al., 2022). Overall, a substantial body of research underscores the significance of Work-Life Balance in nurturing job satisfaction, a cornerstone for employee well-being, performance, and organizational success, particularly in startup companies' dynamic and demanding environment.

In the startup realm, achieving Work-Life Balance holds significant sway over employee Turnover Intentions. Consistent research reveals a notable negative association between Work-Life Balance and Turnover Intentions (Fitria & Linda, 2019; Kothalawala & Samarakoon, 2018; Kurniawaty, Ramly, & Ramlawati, 2019). Employees feeling a discrepancy between work and personal life equilibrium are more inclined to contemplate leaving their positions, a concern exacerbated in startup atmospheres characterized by intense demands (Kurniawaty et al., 2019). Furthermore, job satisfaction emerges as a pivotal factor tightly linked to Turnover Intentions (Blau, 2009; Bordignon & Monteiro, 2019; Sabanciogullari & Dogan, 2015). Dissatisfied employees are more prone to entertain thoughts of leaving, particularly when grappling with issues like work-family conflicts (Mazerolle, Bruening, Casa, & Burton, 2008). In startups, where resources may be scarce and work pressures relentless, bolstering job satisfaction proves paramount in talent retention and turnover reduction. Additionally, the mediating role of job satisfaction in the Work-Life Balance-Turnover Intention nexus is notable (Bordignon & Monteiro, 2019; Fayyazi & Aslani, 2015). Research indicates that job satisfaction mediates between Work-Life Balance and Turnover Intention, suggesting that content employees are less likely to entertain departure thoughts, even amid

Work-Life Balance struggles (Fayyazi & Aslani, 2015). In essence, within startup firms' dynamic and demanding milieu, preserving a healthy Work-Life Balance and nurturing job satisfaction are pivotal strategies in curbing employee Turnover Intentions. Startups can bolster employee retention, productivity, and overall organizational prosperity by championing initiatives that promote Work-Life Balance and ensure high job satisfaction levels.

Career advancement holds significant importance in fostering job satisfaction, particularly within startup ventures. Research consistently underscores the positive impact of Career Development initiatives on job contentment (Akbar, Ariansyah, & Aini, 2022), noting their role in not just elevating satisfaction levels but also cultivating organizational dedication (Dewi & Nurhayati, 2021). Furthermore, evidence suggests that Career Development programs positively correlate with employee performance (Wau & Purwanto, 2021), underscoring the value of investing in such endeavors. Equitable treatment, intricately linked with career progression, is strongly associated with job satisfaction (Jayasri & Annisa, 2023), highlighting the necessity of fostering a supportive and equitable work atmosphere through effective Career Development frameworks. Additionally, job satisfaction is intertwined with career planning and growth opportunities (Yang, Yang, & Wu, 2023), emphasizing the interconnected nature of these facets in shaping overall employee contentment and welfare. Moreover, robust career advancement schemes within organizations are linked with heightened job satisfaction, bolstered loyalty, and reduced turnover rates (Suwandana, 2018), stressing the role of

Career Development in individual gratification and organizational retention tactics. To sum up, career advancement substantially contributes to job satisfaction within startup enterprises. By providing avenues for growth, progression trajectories, and skill enhancement opportunities to employees, organizations can cultivate a positive workplace ambiance, elevate job satisfaction, and ultimately fortify their overall success and resilience.

Career advancement holds paramount importance in mitigating Turnover Intentions, particularly within startup enterprises. Consistent research demonstrates that Career Development initiatives exert a negative and noteworthy impact on Turnover Intentions (Burhanudin & Wijanarko, 2022; Dewi & Nurhayati, 2021). These programs bolster job satisfaction and diminish the likelihood of employees seeking opportunities elsewhere (Nawaz & Pangil, 2016). The amalgamation of Career Development with equitable treatment further amplifies its efficacy in curbing Turnover Intentions (Pieters, 2019). Equitable treatment, closely linked with career advancement, exhibits a robust correlation with intentions to depart (Pieters, 2019), underscoring the significance of fostering an environment where employees feel fairly treated, supported, and offered avenues for growth and progression. Studies underscore that equitable treatment inversely correlates with Turnover Intentions (Pieters, 2019), underscoring the imperative for organizations, especially startups, to prioritize fairness in their operations. Furthermore, the availability of career growth prospects has been found to negatively correlate with Turnover Intentions (Solihat & Salendu, 2023). This implies that when employees perceive

opportunities for Career Development and progression within the organization, they are less inclined to contemplate leaving. In conclusion, within the startup realm, investment in Career Development programs, fair treatment, and transparent career advancement opportunities emerge as pivotal strategies in mitigating Turnover Intentions. By fostering a nurturing environment conducive to growth, startup enterprises can augment employee retention, job satisfaction, and overall organizational triumph.

Job satisfaction stands as a pivotal determinant of Turnover Intention within startup enterprises. According to research by Tett & Meyer (1993), organizational commitment exhibits a stronger correlation with Turnover Intention than job satisfaction, suggesting that cultivating a sense of commitment among employees may diminish Turnover Intention. Moreover, studies by Kurniawaty et al. (2019) and Pambudi & Djastuti (2021) underscore the adverse impact of job satisfaction on Turnover Intention, indicating that heightened levels of job satisfaction are associated with lower Turnover Intentions. Additionally, findings from Dewi & Nurhayati (2021) study accentuate the mediating role of organizational commitment in the interplay between Career Development, job satisfaction, and Turnover Intention. This implies that bolstering organizational commitment through career advancement initiatives could effectively mitigate Turnover Intention among startup employees. Furthermore, Wei's (2022) research suggests that factors like human capital and abusive supervision can moderate the influence of job satisfaction on Turnover Intention. This suggests that addressing issues related to abusive

supervision and enhancing employees' human capital could aid in reducing Turnover Intention. To tackle Turnover Intention in startup enterprises, it is imperative to prioritize enhancing job satisfaction, fostering organizational commitment, providing avenues for Career Development, and addressing concerns associated with abusive supervision. By nurturing a conducive work environment that prioritizes employee contentment and commitment, startup companies can effectively mitigate Turnover Intention and retain valuable talent.

This research extends existing theories on leadership and employee behavior by providing empirical evidence on the distinct impact of Ambidextrous Leadership, Work-Life Balance, and Career Development on job satisfaction and Turnover Intentions within the unique context of startups. While previous studies have highlighted the positive aspects of transformational and participatory leadership, this study emphasizes that Ambidextrous Leadership, which balances exploration and exploitation, has a nuanced effect on job satisfaction and Turnover Intention. Specifically, Ambidextrous Leadership's closing behaviors positively influence job satisfaction, while open behaviors can increase startup Turnover Intentions. This dual impact challenges the one-size-fits-all perspective on leadership styles, suggesting a need for more tailored leadership approaches in dynamic environments like startups.

The findings of this study highlight several unique impacts of Ambidextrous Leadership, Work-Life Balance, and Career Development on millennial employees in startups compared to other settings. For instance, Ambidextrous Leadership's

emphasis on innovation and efficiency is particularly relevant in the startup context, where agility and adaptability are crucial. However, this same emphasis can lead to higher Turnover Intentions due to the inherent instability and pressure. Additionally, the importance of Work-Life Balance and Career Development in enhancing job satisfaction and reducing Turnover Intentions is magnified in startups, where long hours and high demands are common. These insights are particularly pertinent for millennial employees who value flexibility, career growth, and a supportive work environment.

Beyond the direct benefits of improved job satisfaction and reduced turnover, the findings suggest several indirect economic benefits for startups. Enhancing the company's reputation through better leadership and Work-Life Balance can attract top talent and increase investor confidence. A supportive and growth-oriented work environment fosters innovation, leading to new products and business growth. These factors collectively contribute to long-term economic sustainability for startups, as retaining skilled employees and maintaining a positive organizational culture is critical for sustained success and competitive advantage.

To apply these insights in practice, startup leaders and HR practitioners should focus on implementing leadership styles that balance exploration and exploitation while being mindful of their potential negative impacts on Turnover Intentions. Encouraging Work-Life Balance through flexible work arrangements and promoting Career Development opportunities can significantly enhance job satisfaction and retention. Leaders should also foster a culture of fairness and support to mitigate

the negative effects of high demands and pressure inherent in startup environments. By prioritizing employee well-being and professional growth, startups can create a conducive work environment that drives both individual and organizational success. In conclusion, this research comprehensively explains how Ambidextrous Leadership, Work-Life Balance, and Career Development impact job satisfaction and Turnover Intentions in startups. The findings offer valuable theoretical extensions, highlight the unique challenges and opportunities within startups, and provide practical recommendations for enhancing employee satisfaction and retention. By leveraging these insights, startup leaders can build resilient and thriving organizations.

5. Conclusion and Suggestion

In the context of startup companies, Ambidextrous Leadership, Work-Life Balance, and Career Development play crucial roles in enhancing job satisfaction and reducing employee Turnover Intentions. Drawing from the research findings that tested seven hypotheses, several recommendations emerge:

1. it is essential to launch training and development programs tailored for startup leaders and managers to embrace an Ambidextrous Leadership approach. By harmonizing exploration and exploitation, these programs can boost job satisfaction and curb employee Turnover Intentions;
2. cultivating a workplace ethos conducive to Work-Life Balance by offering flexible work schedules, enacting policies promoting work-life equilibrium, and mitigating excessive workloads can enhance job satisfaction and reduce turnover;

3. transparent and structured Career Development schemes for startup staff should be rolled out, including growth prospects, skill enhancement programs, and clearly delineated career trajectories, all geared toward amplifying job satisfaction and reinforcing organizational allegiance;
4. the mediating function of job satisfaction in the nexus linking Ambidextrous Leadership, Work-Life Balance, and Career Development with employee Turnover Intentions should be acknowledged. Ensuring job satisfaction holds primacy in human resource management strategies is essential;
5. advocating for the adoption of transformational, participative, and distributed leadership behaviors within startup ecosystems as supplemental measures to uplift job satisfaction and reduce employee Turnover Intentions is recommended;
6. periodic surveys to gauge employee job satisfaction levels and Turnover Intentions should be undertaken to pinpoint factors influencing fluctuations in these metrics, allowing for the refinement of existing strategies and policies; and
7. establishing a fair and supportive workplace where employees feel valued and supported and have opportunities for advancement is crucial for retaining talent and decreasing employee turnover rates in startup enterprises.

While the research provides valuable insights, it has limitations. The study may have a limited sample size and lack diversity, which can affect the generalizability of the findings. Future research should aim to include a larger and more diverse sample to enhance the robustness of the results.

Additionally, the study's cross-sectional design limits the ability to draw causal inferences. Longitudinal studies are recommended to understand better the causality between leadership behaviors, Work-Life Balance, Career Development, job satisfaction, and Turnover Intentions. This study may not fully capture the unique dynamics of startups, so future research should consider context-specific factors such as the startup stage, industry type, and geographical location to provide a more nuanced understanding. The reliance on self-reported data can also introduce bias. To triangulate the findings, future studies should incorporate multiple data sources, including objective performance metrics and third-party evaluations.

The following recommendations are made for future research based on the identified weaknesses. Increasing the sample size and ensuring a diverse participant pool can enhance the external validity of the

findings. Conducting longitudinal studies would allow for a better understanding of causal relationships between the variables. Additionally, considering context-specific factors related to startups, such as their stage of development, industry type, and geographical location, can provide a more detailed understanding of the dynamics at play. Finally, incorporating multiple data sources to complement self-reported data can help mitigate bias and provide a more comprehensive view of the factors influencing job satisfaction and Turnover Intentions in startup environments. Furthermore, future research should explore these relationships in different industries to determine if the findings hold true across various contexts. This would validate the generalizability of the results and provide insights into industry-specific nuances that could influence job satisfaction and Turnover Intentions.

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