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# Workplace Dynamics and Millennial Satisfaction in Startups: Investigating the Influence of Intensification, Flexibility, and Life Balance

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## Abstract

**Purpose** – This study aims to investigate the effect of work intensification, work-life balance, and work flexibility on job satisfaction among millennial employees working in startup companies located in RW 15, Rangkapan Jaya Village, Pancoran Mas District, Depok City. The research addresses a significant gap in the literature by focusing on HR dynamics in small-scale startup contexts in Indonesia.

**Design/method/approach** – A quantitative cross-sectional design was employed, utilizing a saturated sample of 38 respondents. Data were collected through a structured questionnaire comprising validated scales for each variable. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0, incorporating validity and reliability checks and bootstrapping for hypothesis testing.

**Findings** – The results indicate that all three independent variables—work intensification, work-life balance, and work flexibility—have a significant and positive effect on job satisfaction. Among them, work flexibility exerted the strongest influence, followed by work-life balance and work intensification.

**Implications** – Explain the theoretical or practical significance of your findings. This may include policy recommendations, managerial insights, or contributions to academic literature. Keep it concise but impactful.

**Novelty/Originality** – This research is distinct in its localized focus on millennial employees in startup environments within a single urban neighborhood in Indonesia. By integrating three critical constructs—work intensification, work-life balance, and work flexibility—into a single model, the study offers a novel and context-sensitive understanding of job satisfaction determinants.

**Keywords:** work intensification, work-life balance, work flexibility, job satisfaction, millennial employees.

**Paper type:** Research paper



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## 1. Introduction

Human Resource Management (HRM) plays a critical role in helping organizations adapt to an increasingly complex and competitive business environment. As noted by (Hasibuan, 2019), HRM goes beyond traditional administrative functions, aligning workforce strategy with organizational goals and supporting employee well-being in the process. In the era of digitalization and globalization, organizations face rising expectations to create work environments that foster job satisfaction and enable continuous adaptation (Sinambela, 2016). Among the workforce, millennials—those born between 1981 and 1994 have

emerged as the dominant demographic in many startup environments (Lubis & Mulianingsih, 2019). They are digital natives who place high value on flexibility, autonomy, and meaningful work (Ma, 2018). Their expectations are often best met in startup companies, which are known for their informal structures, innovation-centric cultures, and flexible work arrangements. However, these same features can lead to unpredictable workloads and role ambiguity, contributing to work intensification (Korunka & Kubicek, 2017).

Table 1. Generation Straus Howe

<b>Generation</b>	<b>Years of Born</b>
Baby Boomer	1946 – 1964
X	1965 – 1980
Y	1981 – 1994
Z	1995 – 2010
Alpha	2011 – 2025

Source : Lubis & Mulianingsih, 2019

Indonesia's startup ecosystem continues to grow rapidly, particularly in the Jabodetabek region. According to the Ministry of Tourism and Creative Economy (Kemenparekraf, 2020), Depok City hosts 20 startup companies, positioning it as an emerging urban innovation hub. This study focuses on RW 15 in Rangkaian Jaya Village, Pancoran Mas District—a micro-local cluster where a significant number of millennial startup employees both live and work. This setting offers a unique context to explore how localized startup ecosystems influence work-related attitudes and behaviors.

Table 2. Number of Startup Jabodetabek's Area

<b>Cities</b>	<b>Number of Startup</b>
Bekasi	19
Bogor	20
Depok	20
DKI Jakarta	428
Tangerang	35

Source: Kemenparekraf

The study examines three interconnected constructs—work intensification, work-life balance, and work flexibility—and their effects on job satisfaction. While existing literature highlights the potential of these variables to influence satisfaction, findings remain inconsistent across settings (Yang et al., 2021; Lawrence et al., 2019; Scholarios & Marks, 2004). For example, some studies associate flexible work with higher engagement and satisfaction (Ma, 2018). Their expectations are often best met in startup companies, which are known for, while others show negligible effects unless organizational support is perceived (Jackson & Fransman, 2018).

By applying the Job Demands-Resources (JD-R) theory and Social Exchange Theory, this research explores the interaction between workplace demands and available resources, and their collective impact on job satisfaction (Luturlean et al., 2021; Afandi, 2016). This approach provides both a theoretical foundation and practical relevance for analyzing employee experience in a real-world startup setting. The novelty of this research lies in its hyper-localized focus on millennial employees within a defined urban startup cluster in RW

15, Depok, an area that has not been extensively studied in prior research. Unlike previous studies that often examine these constructs in broader or corporate contexts, this study integrates work intensification, work-life balance, and work flexibility simultaneously in a startup environment. This integration, combined with the unique demographic and geographic focus, enables a nuanced understanding of how these variables collectively influence job satisfaction in an emerging entrepreneurial ecosystem in Indonesia. To provide context, Table 1 outlines generational cohorts, emphasizing the focus on millennials in this study. Meanwhile, Table 2 presents the distribution of startups in the Jakarta, Bogor, Depok, Bogor, Tangerang and Bekasi (Jabodetabek) area, underscoring the relevance of Depok—and specifically RW 15—as a critical location for the research.

## 2. Literature Review

Work intensification is defined as an increase in the pace and volume of work, where employees are expected to accomplish more tasks within a limited time, often without proportional increases in compensation or support (Korunka & Kubicek, 2017). Yang et al., (2021) emphasized that such conditions can lead to both physical and psychological strain. While some studies, such as Wang et al (2018), suggest that work intensification can be motivating when accompanied by recognition or development opportunities, others like Lawrence et al (2019) highlight its adverse effects, including emotional exhaustion and reduced job satisfaction. The dual nature of work intensification underscores the importance of contextual and organizational factors in determining outcomes. Work-life balance refers to an individual's ability to equally prioritize the demands of one's career and the demands of one's personal life. Scholarios & Marks (2004) posit that maintaining such a balance is crucial for employee well-being and organizational commitment. Haar et al (2014) found consistent positive correlations between work-life balance and job/life satisfaction across different cultural contexts. However, oleh Endeka (2020) notes that this relationship may be moderated by other factors, such as compensation and work scheduling, which may mitigate or amplify its effects on job satisfaction.

Work flexibility involves giving employees control over how, when, and where they perform their tasks. Jackson & Fransman (2018) argue that flexi-work arrangements alone may not significantly enhance job satisfaction unless supported by other resources like financial well-being. In contrast, Ma (2018) found that schedule and location flexibility positively influence satisfaction by enhancing perceptions of organizational support. These findings suggest that flexibility serves as a valuable job resource, especially in dynamic environments such as startups. Job satisfaction is a multifaceted concept encompassing an employee's emotional and cognitive evaluation of their job (Afandi, 2016; Fattah, 2017)). It is influenced by numerous factors including workload, autonomy, interpersonal relationships, and perceived fairness. A satisfied employee is more likely to be productive, engaged, and committed to the organization Surajiyo et al (2020).

This study adopts the Job Demands-Resources (JD-R) theory to frame work intensification as a job demand, while work-life balance and work flexibility are positioned as job resources. According to Haar et al (2014), job resources help mitigate the negative effects of demands and enhance positive outcomes such as satisfaction and engagement. Additionally, Social Exchange Theory suggests that when employees perceive support and

fairness in the workplace, they are more likely to reciprocate with positive attitudes and behaviors (Ma, 2018; Afandi, 2016). This integrative framework supports the study’s aim to explore the collective and individual impacts of work intensification, work-life balance, and work flexibility on the job satisfaction of millennial employees in startup environments.

### 3. Methods

This study employed a quantitative, cross-sectional design to explore the effects of work intensification, work-life balance, and work flexibility on job satisfaction among millennial startup employees. A structured approach was used to assess relationships between variables, guided by the Job Demands-Resources (JD-R) and Social Exchange Theory frameworks. The population for this study comprised millennial employees working in startup companies domiciled in RW 15, Rangkapan Jaya Village, Pancoran Mas District, Depok City. The sample was selected using a saturated sampling technique, involving all 38 employees who met the criteria. The choice of RW 15 was based on its distinctive concentration of startup activity and millennial workforce within a dense urban community, making it a suitable microcosm for this study.

Primary data were gathered through a structured questionnaire using Likert-scale items. The instrument was developed based on previous validated studies: Work Intensification: adapted from Korunka & Kubicek (2017), Work-Life Balance: adapted from Haar et al. (2014), Work Flexibility: adapted from Ma (2018), Job Satisfaction: adapted from Afandi (2016) and Fattah (2017). The questionnaire underwent a pre-test to ensure clarity and reliability before final distribution.

Table 3. Name of the Startup Companies

No	Name of Companies	Number of Responden
1	Bibit	1
2	Shopee	2
3	Spenmo	1
4	Digitalkrew	2
5	IDN Media	1
6	Kreativv	2
7	HappyFresh	1
8	Bizzy	1
9	Tokopedia	1
10	KitaBeli	1

Sources : Processed Data

Data analysis was conducted using SmartPLS 3.0. The Partial Least Squares Structural Equation Modeling (PLS-SEM) method was chosen due to its appropriateness for small samples and complex models. The analysis included: Assessment of the measurement model (outer model) to evaluate reliability (Cronbach's Alpha, Composite Reliability), convergent validity (AVE), and discriminant validity (Fornell-Larcker and cross-loading), Assessment of the structural model (inner model) using R<sup>2</sup> values and path coefficients, Hypothesis testing via bootstrapping with 5000 resamples.

The study ensured respondent anonymity, obtained informed consent, and maintained confidentiality of all responses. Ethical compliance adhered to institutional and academic standards. This methodology ensures that the study’s findings are robust and contextually relevant for startup environments characterized by dynamic work patterns and evolving employee expectations.

#### 4. Result

The findings of this study were obtained through the use of Structural Equation Modeling with Partial Least Squares (SEM-PLS) analysis. This method enabled the researchers to examine complex relationships among variables, ultimately resulting in the development of a path diagram as presented in Figure 1 below.

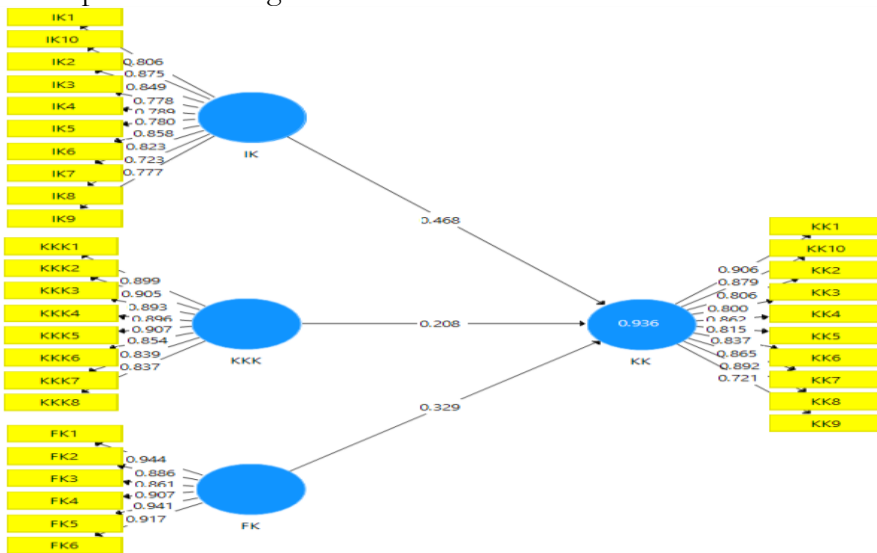


Figure 1 Path Diagram  
Sources: Output SmartPLS 3.0

All constructs met the criteria for reliability and validity. Cronbach's Alpha and Composite Reliability (CR) values for all variables were above 0.70, indicating strong internal consistency. Convergent validity was confirmed with AVE values exceeding 0.50 for each construct. Discriminant validity was established through both the Fornell-Larcker criterion and cross-loading analysis.

Table 4. Average Variance Extracted (AVE)

Variables	Average Variance Extracted
Work Flexibility	0.828
Work Intensification	0.651
Job Satisfaction	0.706
Work-life Balance	0.773

Sources: *Output SmartPLS 3.0*

Table 5. Composite Reliability

<b>Variables</b>	<b>Composite Reliability</b>
Work Flexibility	0.966
Work Intensification	0.949
Job Satisfaction	0.960
Work-life Balance	0.965

Sources: *Output SmartPLS 3.0*

Table 5 presents the composite reliability values for the variables of work flexibility, work intensification, job satisfaction, and work-life balance, all of which exceed 0.70. This indicates that all indicators of each variable meet the predetermined criteria. According to (Ghozali, 2014, hlm 65), the acceptable threshold for composite reliability is above 0.70. The highest composite reliability value is found in the work flexibility variable, with a value of 0.966, while the lowest value is in the work intensification variable, at 0.949. These results demonstrate that all variables exhibit excellent reliability. Therefore, it can be concluded that all statements possess relevant and acceptable properties. The R-Square test is conducted on the dependent variable to measure how well the model explains the variation in that variable. The R-Square output from the PLS software is as follows.

Table 6. R-Square

	R Square	R Square Adjusted
Job Satisfaction	0.936	0.930

Sources: *Output SmartPLS 3.0*

In this study, the dependent variable is job satisfaction. The output from SmartPLS 3.0 provides both the R-Square and Adjusted R-Square values because job satisfaction is influenced by independent variables, namely work intensification, work-life balance, and work flexibility. Based on Table 4, the R-Square value for job satisfaction is 0.930. This indicates that work intensification, work-life balance, and work flexibility collectively explain 93% of the variance in job satisfaction, while the remaining 7% is influenced by other variables not included in the model.

Table 7. T-Test

<b>Path</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standart Devision (STDEV)</b>	<b>T Statistics (O/STDEV)</b>	<b>P Value</b>
FK->KK	0.329	0.329	0.115	2.862	0.004
IK-> KK	0.468	0.464	0.130	3.598	0.000
KKK-> KK	0.208	0.214	0.090	2.317	0.021

Sources: *Output SmartPLS 3.0*

The SmartPLS 3.0 output provides values for the original sample, t-statistics, and p-values. Based on the test results, the variable Work Flexibility (WF) shows a t-value of 2.862, which is greater than the critical t-value of 1.691, and a p-value of 0.004, which is less than 0.05.

This indicates that an increase in work flexibility leads to a significant increase in employee job satisfaction. The effect of Work Intensification (WI) shows a t-value of 3.598, exceeding the critical t-value of 1.691, and a p-value of 0.000, which is less than 0.05. This suggests that higher work intensification significantly increases employee job satisfaction.

Similarly, the Work-Life Balance (WLB) variable yields a t-value of 2.317, greater than the critical t-value of 1.691, and a p-value of 0.021, below the 0.05 threshold. This indicates that an improvement in work-life balance significantly enhances employee job satisfaction. The simultaneous test (F-test) was conducted to determine whether all independent variables—Work Intensification (X1), Work-Life Balance (X2), and Work Flexibility (X3)—jointly have a significant effect on the dependent variable, Job Satisfaction (Y). In Partial Least Squares (PLS) analysis, the F-test is calculated manually. According to (Sugiyono, 2019), the F-test can be computed using the following formula:

$$F = \frac{R^2/K}{(1-R^2)/(n-K-1)}$$

where:

R = Multiple correlation coefficient

K = Number of independent variables

N = Sample size

In this study, the F-test calculation is as follows:

$$F = \frac{0.930/3}{(1 - 0.930)/(38 - 3 - 1)}$$

$$F = \frac{0.31}{(0.07)/(34)} = 150,57$$

Based on this manual calculation, the F-statistic obtained is 150.57. Meanwhile, the critical F-value at a 5% significance level ( $\alpha = 0.05$ ) with degrees of freedom

$$Df1 = (\text{number of variables} - 1) = 3$$

$Df2 = (\text{sample size} - \text{number of variables}) = 34$ . Since the calculated F-value (150.57) is greater than the critical value (2.88), it can be concluded that work intensification, work-life balance, and work flexibility simultaneously have a significant effect on job satisfaction.

## 5. Discussion

The Work Intensification variable demonstrates a discriminant validity (AVE) value of 0.651, which exceeds the threshold of 0.50, indicating that the Work Intensification variable is valid. Furthermore, reliability testing shows that the Work Intensification variable has a composite reliability of 0.949 and a Cronbach's Alpha of 0.940, suggesting that the variable is reliable and that respondents consistently answered the questionnaire items in this study. Finally, the hypothesis testing results indicate that Work Intensification has a positive and significant effect on job satisfaction. This is evidenced by an Original Sample (O) value of 0.468 and a t-statistic value of 3.598, which is greater than the critical t-value of 1.691, along with a p-value of 0.000, which is less than 0.05. Thus, it can be concluded that Work Intensification positively and significantly influences job satisfaction, meaning that hypothesis H1 is accepted. Next, the outer model calculation using SmartPLS 3.0 for the Work-Life Balance variable shows a discriminant validity (AVE) value of 0.773, which is

above 0.50, indicating that Work-Life Balance is valid. Reliability testing indicates a composite reliability of 0.965 and a Cronbach's Alpha of 0.958, confirming the reliability of this variable and consistency in respondent answers to the questionnaire items. The hypothesis testing shows that Work-Life Balance has a positive and significant effect on job satisfaction, evidenced by an Original Sample (O) of 0.208 and a t-statistic of 2.317, which exceeds the critical value of 1.691, with a p-value of 0.021 less than 0.05. Therefore, it can be concluded that Work-Life Balance positively and significantly affects job satisfaction, and hypothesis H2 is accepted.

The Work Flexibility variable shows a discriminant validity (AVE) of 0.828, exceeding the threshold of 0.50, indicating validity. Reliability testing reveals a composite reliability of 0.966 and a Cronbach's Alpha of 0.958, demonstrating high reliability and respondent consistency in answering the questionnaire. Hypothesis testing indicates that Work Flexibility has a positive and significant effect on job satisfaction. Supporting this, the Original Sample (O) value is 0.329, with a t-statistic of 2.862, which is greater than the critical t-value of 1.691, and a p-value of 0.004 less than 0.05. Hence, it is concluded that Work Flexibility positively and significantly influences job satisfaction, and hypothesis H3 is accepted. Based on the simultaneous test (F-test) assessing the collective effect of Work Intensification, Work-Life Balance, and Work Flexibility on job satisfaction among millennial employees in startup companies in RW 15, Rangkapan Jaya Village, Pancoran Mas District, Depok City, the computed F-value is 150.57. The critical F-value at a 5% significance level (0.05) is 2.88. Since the calculated F-value (150.57) exceeds the critical value (2.88), it can be concluded that Work Intensification, Work-Life Balance, and Work Flexibility jointly have a significant effect on job satisfaction. This result supports hypothesis H4, which states that "Work Intensification, Work-Life Balance, and Work Flexibility simultaneously have a significant effect on Job Satisfaction," and is thus accepted.

The findings confirm the relevance of the Job Demands-Resources (JD-R) theory and Social Exchange Theory in the startup context. Work intensification, when interpreted as a challenge rather than a hindrance, can be positively associated with job satisfaction—particularly in environments where employees perceive their roles as meaningful and growth-oriented (Yang et al, 2021; Wang et al, 2018). Work-life balance was shown to significantly enhance satisfaction, aligning with previous studies (Haar et al, 2014; Scholarios & Marks, 2004). This reinforces the view that employees value personal time and family commitments, especially in high-paced, flexible startups where boundaries between work and life may blur. Work flexibility demonstrated the strongest effect, highlighting the central role of autonomy in modern employment settings. As supported by Ma (2018) and Jackson & Fransman (2018), flexibility in how, when, and where work is done fosters a sense of control and organizational support, leading to improved job satisfaction. Collectively, these results emphasize the importance of designing startup work environments that balance performance demands with adequate personal and structural resources. The implications of these findings are valuable for HR practitioners seeking to retain talent and maintain a motivated workforce in dynamic startup ecosystems.

## **6. Conclusion**



Based on the analysis and discussion presented in the previous chapter regarding the effects of work intensification, work-life balance, and work flexibility on job satisfaction among millennial employees in startup companies located in RW 15, Rangkapan Jaya Village, Pancoran Mas District, Depok City, the following conclusions can be drawn: Work Intensification has a positive and significant effect on the job satisfaction of millennial employees in startups in RW 15, indicating that an increased workload leads to higher job satisfaction among employees. Work-Life Balance also has a positive and significant effect on job satisfaction for millennial employees in these startups, suggesting that employees who are able to balance their personal and work roles tend to feel more satisfied with their jobs. Similarly, Work Flexibility has a positive and significant influence on job satisfaction, showing that company policies allowing employees to adopt their preferred working styles positively impact their job satisfaction. Collectively, Work Intensification, Work-Life Balance, and Work Flexibility have a positive and significant effect on job satisfaction among millennial startup employees in RW 15. This demonstrates that employee job satisfaction can be influenced by these three factors.

This study explored the effects of work intensification, work-life balance, and work flexibility on job satisfaction among millennial employees working in startup companies in RW 15, Depok. The findings indicate that all three variables positively and significantly influence job satisfaction, with work flexibility exerting the most substantial impact. These results affirm the relevance of the Job Demands-Resources (JD-R) and Social Exchange Theory frameworks in explaining employee experiences within startup contexts. The research contributes to HRM literature by validating the integrative role of work demands and resources in shaping job satisfaction. It confirms that even in high-demand environments like startups, the presence of adequate resources—particularly work-life balance and flexibility—can mitigate potential strain and promote positive employee outcomes. For startup managers and HR practitioners, the study highlights the importance of: (a). Monitoring and managing work intensification to prevent burnout, (b) Implementing work-life balance programs that align with employee needs, and (c) Designing flexible work arrangements that enhance employee autonomy and trust. Startups should develop HR policies that are sensitive to the generational traits and professional expectations of millennials, particularly around autonomy, recognition, and personal well-being.

This study is limited by its localized scope and small sample size, which may restrict generalizability. Future research should involve broader samples across different urban regions and sectors to compare contextual effects. Moreover, qualitative investigations could provide deeper insights into employee perceptions of intensification and flexibility within startup environments

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