

Unraveling Organizational Behavior Problems in Startup Agencies Through Analysis Methods and Literature Studies

Zahra Nabilla¹, Achmad Husen², Dian Alfia Purwandari³, Bheni David Dwiana⁴,
Luthfi Jusniar Dwiputri⁵

Universitas Negeri Jakarta, Indonesia

Email: zahra.nabilla@mhs.unj.ac.id1; ahusen@unj.ac.id2; dian-alfia@unj.ac.id3;
bheni.david@mhs.unj.ac.id, luthfi.jusniar@mhs.unj.ac.id4

Abstract

This study examines organizational behavior problems in startup agencies through a descriptive-analytical approach that combines field observation and literature study. The focus of the research is to identify the key challenges in managing human resources in startups, including unfair employment policies, unclear employee status, weak supervision, ineffective communication, and inadequate work facilities. The research method involves informal discussions with employees and an in-depth analysis of various theories of organizational behavior. The results of the study show that organizational behavior problems in startup agencies are systemic and interrelated. The analysis revealed eight critical factors that cause problems: unstable leadership, ineffective internal communication, immature organizational culture, role ambiguity, high turnover, weak conflict management, limited human resource development, and excessive work culture that leads to burnout. Based on these findings, the research offers a comprehensive solution that includes job description redesign, two-way communication systems, compensation adjustments, work-life balance programs, human resource development, participatory supervision, and HR technology implementation. The contribution of this research lies in the provision of an integrated solution framework based on systemic and positive approaches in organizational behavior. The proposed solution is specifically designed for the dynamic startup agency context, with an emphasis on sustainability and employee well-being. This research is expected to be a reference for practitioners in creating a healthy, productive, and adaptive work environment in startups.

Keywords: Organizational Behavior, Startup Agency, leadership, internal communication, organizational culture

INTRODUCTION

Startup companies, especially in the agency field, are entities that are in the early stages of business development with a high level of dynamics, an unstable organizational structure, and limited human resources (Mujito et al., 2024). Startups often prioritize flexibility and speed of adaptation to the market, but on the other hand, often ignore fundamental managerial aspects such as a fair work system, a clear organizational structure, and a healthy work culture. This condition makes startups vulnerable to various organizational behavior problems, including internal conflicts, high turnover, job dissatisfaction, and employee burnout.

According to Robbins and Judge (2017), organizational behavior includes how individuals and groups act within the organization, as well as how the structure and culture of the organization affect those behaviors. When elements such as communication, leadership, role clarity, and reward systems are not managed properly, organizational dysfunction will arise that hinders the company's productivity and growth.

In the field, this phenomenon can be seen in the work practices of startup agencies that often hire employees with working hours outside the agreement, unfair compensation systems, weak supervision and monitoring, and lack of attention to employee welfare. This situation not only lowers work motivation, but also worsens employee retention, as well as damages the company's image in the long run.

A critical analysis of previous research shows that a study by Smith et al. (2018) in *the Journal of Leadership & Organizational Studies* identified the negative impact of inconsistent leadership styles (authoritarian and laissez-faire) on team innovation and accountability at startups. However, this study lacks a systematic solution to address the problem. Meanwhile, Kusku (2014) in *the Journal of Business Ethics* emphasizes the importance of a mature organizational culture to reduce conflict and increase collaboration, but the focus is limited to established companies, not startups that are still growing. This research aims to fill this gap by offering integrated solutions based on theories that are relevant to the context of startup agencies, such as the application of the principles of organizational justice (Greenberg, 1990) and positive organizational behavior (Luthans, 2002).

Therefore, it is important to analyze the factors that cause organizational behavior problems in the context of startup agencies in depth. Through an analytical approach based on theory and literature studies, this research aims to formulate relevant and sustainable solutions to support the formation of a healthy, productive, and adaptive work environment in the startup ecosystem.

The purpose of this study is to analyze the factors that cause organizational behavior problems in startup agencies and formulate solutions based on theory and literature studies. The benefits include improving employee welfare, reducing turnover, and creating a productive and adaptive work environment, thereby supporting the company's sustainable growth.

RESEARCH METHODS

This article was compiled using a descriptive-analytical approach. The author conducted observations and informal discussions with several employees to gain an understanding of the problems that occurred in the field. The data were then analyzed using relevant organizational behavior concepts, such as organizational justice theory (Greenberg, 1990), motivation theory (Herzberg, 1959; Maslow, 1943), as well as the theory of supervision and leadership (Yukl, 2013).

In addition, this article is also supported by literature studies from various relevant academic sources. This aims to ensure that the solutions offered are not only practical,

but also have a strong theoretical basis, so that they can be applied sustainably in the context of startup agencies.

RESULTS AND DISCUSSION

1. Causal Factor Analysis

Based on observations and literature review, here are some of the main factors that cause problems:

1) Unstable Leadership Style

Leaders at startups are often authoritarian or laissez-faire, without a healthy balance between control and freedom. Leaders who frequently switch between authoritarian and laissez-faire styles can create uncertainty that damages the balance of team dynamics. A study from the *Journal of Leadership & Organizational Studies* found that authoritarian leadership styles tend to suppress innovation, while laissez-faire styles often create a lack of direction and low accountability within teams (Smith et al., 2018). This condition is common in startups, where the founder or CEO switches between a high sense of control and a passive attitude, depending on operational pressures and quick needs (Chen & Klimoski, 2003).

Furthermore, the change in leadership style has a real impact on employee engagement and commitment. The journal *Leadership Quarterly* states that inconsistencies in leadership styles, especially between authoritarianism and laissez-faire, are closely related to decreased employee morale and increased turnover intention, especially in small and emerging organizations such as startups (Bass & Riggio, 2006). This is reinforced by two independent studies that show that the stability and consistency of leadership styles contribute significantly to team performance and retention.

2) Ineffective Internal Communication

In the context of a fast-changing startup, poor internal communication can be a major obstacle to success. The *Entrepreneur* and *FirstRound Review* stated that communication is the lifeblood of startups, and without a clear two-way communication channel, the team is not aligned with the company's goals.

Poor internal communication is one of the main causes of failure to align team goals and strategies at startups. A study in the *International Journal of Business Communication* shows that the lack of two-way communication channels significantly reduces employee engagement and triggers the emergence of erroneous assumptions and internal conflicts. This research emphasizes the importance of regular forums, such as weekly meetings and discussion groups, that are open to all levels, in order to create alignment of the organization's vision and mission.

In addition, a study in the *Journal of Small Business Management* found that the uneven distribution of information, for example, senior management announcing important decisions via closed email without a Q&A session, triggers negative emotions such as disappointment and distrust. The researchers suggest that small

organizations build an active feedback culture to support continuous improvement and provide space for employees to have a voice.

3) Immature Organizational Culture

In many startup agencies, the organizational culture has not fully developed where it is still informal, without clear guidelines of norms and values. In the *Journal of Business Ethics*, research shows that an immature organizational culture and a lack of internalized corporate values trigger prolonged conflicts, poor collaboration, and a decline in trust (Kusku, 2014). Without clear guidance, team members tend to act on situational interpretations, rather than shared values.

Furthermore, studies on tech startups show that companies with unformed cultures tend to experience obstacles in fostering a sense of belonging (organizational identification) among employees (van Knippenberg & Sleebos, 2006). This sense of belonging is crucial to increasing loyalty, innovation, and long-term commitment. Without a strong culture, it is difficult for leaders and employees to align visions, resulting in communication gaps, and driving team fragmentation.

4) Unclear Roles and Responsibilities

Startups that are still growing often experience the problem of unclear job descriptions and division of tasks, which leads to operational confusion. A study in the *Journal of Applied Psychology* confirms that role ambiguity has a significant negative impact on individual performance and job satisfaction levels (Baruch-Feldman et al., 1981). When employees are unsure about their primary responsibilities or overlap with the tasks of others, the efficiency and quality of work results decline.

Furthermore, research from the *International Journal of Human Resource Management* shows that unclear roles also increase job stress levels and turnover intentions (Kayis et al., 2008). This generally happens when employees feel that their work is meaningless or doesn't have enough guidance, so they tend to feel frustrated and look for a new work environment with clearer direction.

Theoretically, role theory (Kahn et al., 1964) explains that ambiguous role structures and role conflicts can undermine professional identity and sense of belonging. Without a clear role definition, employees find it difficult to feel competent and contribute optimally, which ultimately leads to low team cohesion and organizational effectiveness.

5) High Employee Turnover Rate

The high turnover rate in startups is often triggered by a sense of disrespect and lack of opportunities for self-development. A study in the *Journal of Organizational Behavior* found that mismatches between employee expectations and work realities, such as lack of recognition and learning opportunities, significantly increased turnover intention.

In addition, according to research published in *Human Resource Management Review*, inequities in the reward system and lack of organizational support, including in the aspects of well-being and work-life balance, are also strongly correlated with

increased turnover in small and medium-sized technology-based companies. This indicates that without a compensation system and a supportive work environment, employees are easily emotionally exhausted and choose to leave in search of opportunities that better value their contributions.

Theoretically, the Job Embeddedness model (Mitchell et al., 2001) suggests that employees who feel socially, culturally, and professionally disconnected to the organization are at high risk of leaving the company. If startups are unable to maintain attachment through rewards, support, and career development, then organizations will have difficulty retaining their critical talent.

6) Weak Conflict Management

Less effective conflict management can be a major obstacle to collaboration and productivity. When conflicts occur both between individuals and between teams in the absence of a clear resolution mechanism, problems tend to build up and trigger ongoing tension. In many organizations, especially startups, this is exacerbated by the tendency of managers to avoid conflicts, rather than resolve them professionally and openly.

According to Pondy's Theory of Organizational Conflict (1967), conflicts that are not dealt with immediately can develop into structural conflicts, where organizational culture and work structures become a nest of problems. The inability to facilitate mediation or constructive dialogue leads to frustration, injustice, and low team bonding, which can further lower morale and increase turnover.

Practically, without conflict resolution policies or procedures, employees have no clear path to raise grievances or seek solutions. This not only lowers trust in management, but also creates a less supportive work environment and is prone to misunderstandings.

7) Lack of Human Resources Development

Investing in employee development is proving crucial to retaining talent and improving performance. An article in *Human Resource Development Quarterly* found that organizations that do not provide training and structured career paths significantly increase the risk of employee turnover (Garavan et al., 2012). In the context of startups, employees without capability development support will quickly stagnate and look for opportunities elsewhere.

Furthermore, a study in the *International Journal of Training and Development* highlights the importance of internal coaching and mentoring programs as a tool to build competencies and strengthen organizational bonds (Clutterbuck & Megginson, 2005). Without this kind of support, employees feel alone in developing their professionalism, so loyalty and creativity can decline.

The Theory of Self-Determination (Deci & Ryan, 1985) also emphasizes that the psychological needs of employees, especially competence and autonomy, must be given space through learning and growth opportunities. When startups fail to meet these needs, employees not only lose motivation, but are also reluctant to innovate and grow according to the company's vision.

8) Stress and High Workload (Burnout Culture)

The work culture at many startups often demands that employees be always ready and "hustle", without a work-life balance. According to a study in the *Journal of Applied Psychology*, unrealistic and persistent performance expectations increase employee stress and emotional exhaustion. If it continues, this condition has the potential to lead to burnout characterized by emotional exhaustion, cynicism, and decreased professional effectiveness.

Research also shows that when employees are not given space to rest or study, they are prone to chronic burnout. This is consistent with the theory of the Effort-Reward Imbalance (Siegrist, 1996), which states that an imbalance between work instruction and the reward received triggers long-term work stress and decreased well-being.

2. Solutions and Arguments

a. Background Thoughts

Startup agency companies that are still in the early stages of development tend to face various managerial challenges related to organizational behavior. Problems such as unstable leadership, ineffective communication, immature organizational culture, and employee burnout indicate the need for systematic intervention. For this reason, a theory-based solution approach is needed so that organizational change is sustainable and structured.

b. Theories and Conceptual Models Used

1) Open Systems Theory (Katz & Kahn, 1978)

Open Systems Theory views an organization as a system that continuously interacts and influences each other with its environment, both internally and externally. In the context of dynamic and unstable startup agency companies, this approach is particularly relevant to understand that every aspect of the organization such as leadership, communication, and work structure cannot be analyzed in isolation. Imbalances in one aspect can have a systemic impact on the entire organization, from decreased motivation to conflicts between teams. By understanding the organization as an open system, improvement interventions should not be partial, but comprehensive and integrated in order to be able to answer the dynamics and challenges typical of startup companies.

2) Positive Organizational Behavior (Luthans, 2002)

Positive Organizational Behavior (POB) is an approach in organizational behavior that focuses on developing individual positive psychological strengths in the workplace, such as hope, self-efficacy, resilience, and optimism. Luthans emphasizes that in an unstable organizational environment such as a startup company, strengthening these psychological aspects can be the foundation for building a healthy, adaptive, and productive work culture. By increasing the psychological capital (PsyCap) of employees, companies can strengthen individuals' ability to cope with work pressure, manage change, and maintain high commitment and morale. POB is an important strategy to create a work

environment that supports mental well-being and work performance in a sustainable manner.

3) Organizational Justice (Greenberg, 1990)

Organizational Justice refers to employees' perceptions of fairness in the organization, including distributive justice (profit sharing or compensation), procedural justice (decision-making process), and interactive justice (interpersonal treatment). In a startup environment that often faces limited resources and immature organizational structures, unfair perceptions of compensation, leadership treatment, or work policies can lead to dissatisfaction, decreased performance, and high turnover. Therefore, the application of organizational fairness principles is crucial to create a sense of respect and trust among employees.

4) Maslow's Hierarchy of Needs (1943)

This theory explains that human needs are divided into five levels, namely physiological, security, social, reward, and self-actualization needs. In the context of startup organizations, this theory becomes an important cornerstone for understanding how meeting employees' basic needs, such as a living wage, sense of security, and recognition, are the main requirements before expecting their engagement, innovation, and loyalty. When these basic needs are not met, then work motivation and employee satisfaction tend to decrease.

The Job Characteristics Model (Hackman & Oldham, 1976) is a work design model that emphasizes that jobs will be more motivating if they have five core characteristics: skill variety, task identity, task significance, autonomy, and feedback. These five elements influence the psychological experience of employees in carrying out their duties, which ultimately impacts intrinsic motivation, job satisfaction, and higher performance. This model is very relevant to be applied in startup agencies to create meaningful work roles and empower employees.

5) Effort–Reward Imbalance (Siegrist, 1996)

The Effort–Reward Imbalance (ERI) theory developed by Johannes Siegrist (1996) explains that work stress and the risk of burnout arise when there is an imbalance between the effort expended by employees and the rewards received, both in the form of financial compensation, social recognition, and career development opportunities. In the context of startup agencies that often demand intensive work with limited resources, this inequality can reduce motivation, trigger emotional exhaustion, and increase the intention to resign. Therefore, it is important for organizations to ensure that high workloads are balanced with fair and transparent rewards to create a healthy and sustainable work environment.

6) 7 HR Practices Model (Pfeffer, 1998)

7 HR Practices Model proposed by Jeffrey Pfeffer (1998) emphasizes seven strategic human resource management practices to improve organizational performance in a sustainable manner. These practices include: (1) job security, (2)

selective recruitment, (3) training and development, (4) fair and performance-based compensation, (5) decentralization of decision-making, (6) reduction of status disparities, and (7) open sharing of information. In the context of startup agencies, the application of this practice can strengthen loyalty, increase motivation, and create a collaborative work culture that is adaptive to change.

c. Implementation of Solution Interventions

After an in-depth identification of organizational behavior problems and analysis of the root causes, the next step is to design and implement solutions that are strategic, measurable, and in accordance with the dynamic context of the startup agency. The implementation of this intervention is prepared based on the foundation of organizational theory and an open system approach that looks at the relationship between elements in the organization. Each intervention is designed not only in response to a specific problem, but also as part of an overall transformation towards a healthy, adaptive, and sustainable work environment. This approach aims to improve systemic internal conditions, improve employee well-being, and encourage more consistent and inclusive organizational growth.

1) Redesain Job Description & Job Alignment

The decision to redesign job descriptions and align job roles was based on the initial findings that many employees felt confused about the limits of their responsibilities and performance expectations. The unclarity of this role has the potential to cause overlapping tasks, conflicts between teams, and decreased productivity. By redesigning job descriptions in a more structured way and tailored to the actual needs of the organization, companies can create more efficient workflows, increase their sense of ownership, and provide clarity of direction in employee career development.

2) Two-Way Communication System & Cross-Team Forum

Open and reciprocal communication is key to building healthy collaboration in a dynamic startup environment. The decision to build a two-way communication system and cross-team forum was made due to challenges in information synchronization and low employee access to the decision-making process. This forum is not only a space for sharing information and feedback, but also strengthens transparency and builds trust between management and employees, thus creating a participatory and responsive work culture.

3) Workload Redistribution & Compensation Adjustment

The high level of burnout and dissatisfaction with compensation are important indicators for redistributing workload interventions and adjusting the reward system. This decision was taken because of the inequality between the effort given by employees and the rewards received, which risks lowering motivation and increasing turnover. By re-evaluating the division of duties and providing fairer and more transparent compensation, companies not only increase retention, but also encourage a healthier and more sustainable work ethic.

4) Work-Life Balance & Mental Health Program

In a work context that demands speed and flexibility, maintaining a balance between personal and professional life is crucial. The decision to implement work-life balance programs and mental health support was motivated by the need for a work environment that is not only productive, but also concerned about employee well-being. Through policies such as flexible hours, mental break rooms, and psychological support programs, companies can build employee emotional resilience while creating a humane and sustainable work culture.

5) HR Development & Training System

Individual capacity building is the foundation for long-term organizational growth. The decision to build a training and human resource development system was taken because of a competency gap that can hinder team performance and the limitations of a clear career path. By providing technical and soft skills training in a planned manner, as well as mentoring and coaching, companies can strengthen internal talent pipelines, increase engagement, and form a learning culture that is adaptive to change.

6) Participatory Supervision & Collaborative Leadership

Participatory and inclusive leadership has proven to be able to create a more supportive and dynamic work environment. The decision to strengthen this supervisory style was based on the need for leaders who are able to build healthy working relationships, make room for the aspirations of team members, and facilitate constructive dialogue. In an organizational environment that is still in the growth stage, a collaborative leadership approach not only increases employee engagement, but also strengthens trust and team cohesion as an important capital in facing organizational challenges.

7) Implementation of HR Technology for Monitoring & Feedback

The implementation of HR technology for monitoring and feedback was chosen as a strategic intervention because companies need an efficient, accurate, and transparent system in managing HR data and monitoring the effectiveness of organizational changes. In the context of a dynamic startup agency, fast, data-driven decision-making is essential. The use of HR tools such as HRIS (Human Resource Information System), real-time feedback applications, and workload and performance dashboards allows companies to monitor employee conditions in an ongoing and objective manner. In addition, this system simplifies the process of collecting feedback from employees that can be used as material for evaluation and policy refinement. Thus, technology not only plays a role as an administrative tool, but also as a foundation for strengthening a reflective and adaptive culture in organizational management.

Table 1. SWOT Analysis of Solution Interventions

No	Strategic Interventions	Strengths	Weaknesses	Opportunities	Threats
1	Redesain Job Description & Alignment	• Roles are clearer and	• Requires time and cross-	• Stronger career development	• Dissatisfaction if not

No	Strategic Interventions	Strengths	Weaknesses	Opportunities	Threats
		more measurable • Improve focus and accountability	team coordination • Potential resistance from the team	• Increase productivity	communicated well • New roles can be lame.
2	Two-Way Communication System & Cross-Team Forum	• Increase transparency and trust • Encourage collaboration	• Potensi overload meeting • It takes a commitment of time together	• Improve problem-solving • Greater employee aspirations	Information can be misunderstood
3	Workload Redistribution & Compensation Adjustment	• Increase motivation and fairness • Reduce burnout	• Need accurate workload data • Limited compensation budget	• Employer branding increases • Improve well-being	Potential policy abuse
4	Work-Life Balance & Mental Health Program	• Improve well-being • The image of the organization becomes more positive	• Short-term impact is difficult to measure • Potential is misinterpreted	• Improve the image of the organization • Reduce turnover & attendance	Tensions with team bosses
5	HR Development & Training System	• Improve competence & promotion readiness • Encourage motivation	• Requires investment of time & cost • Not all are enthusiastic about learning	• Creating a leadership pipeline • Increased team competitiveness	Training failure can reduce motivation
6	Participatory Supervision & Collaborative Leadership	• Increase engagement • Healthier and more democratic work culture	• Need for interpersonal skills of leaders • Risk of indecisiveness	Innovation emerges from all levels	The decision-making process can be slow if role boundaries are unclear
7	HR Technology for Monitoring & Feedback	• Objective & efficient data • Facilitate monitoring and evaluation	• Need adaptation and training • Potential data security issues	Supports flexible/remote work	System dependency when there is no back-up

The SWOT table above describes the analysis of strengths, weaknesses, opportunities, and threats of each strategic intervention design proposed to address organizational behavior issues in startup agency companies. Every intervention from job description redesign to HR technology implementation has significant positive potential

in improving organizational performance and well-being, but it also contains internal and external challenges that need to be carefully anticipated. For example, a two-way communication system can strengthen team collaboration, but it also risks overloading if not managed properly. Similarly, workload redistribution and compensation adjustments can improve retention, but can be financially burdensome if not designed in a balanced manner. Therefore, understanding the four SWOT aspects of each intervention allows management to make more strategic, measurable, and adaptive decisions in designing sustainable organizational transformation.

CONCLUSION

Organizational behavior problems in startup agencies are complex challenges that stem from immature structures, work culture, and human resource management. Through an in-depth analysis based on theory and field data, this article shows that the root of problems such as inconsistent leadership styles, weak internal communication, unbuilt organizational culture, and employee burnout, can be addressed through integrated strategic interventions and based on an open systems approach. The application of principles such as organizational justice, positive organizational behavior, and effort-reward balance is an important foundation in building a fair, healthy, and adaptive work environment. The intervention strategies formulated ranging from job role redesign, strengthening two-way communication, to developing human resources and HR technology, are not only aimed at solving short-term problems, but also encouraging sustainable organizational transformation. Therefore, the success of startup agencies in creating a productive work ecosystem relies heavily on a commitment to systemic change and is oriented towards employee well-being as the main foundation for growth.

REFERENCE

- Baruch-Feldman, C., Brondolo, E., Ben-Dayan, D., & Schwartz, J. (1981). Sources of role ambiguity and conflict and their relation to stress and job satisfaction. *Journal of Applied Psychology*, 66(1), 30–36.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership* (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates.
- Chen, G., & Klimoski, R. J. (2003). The impact of expectations on newcomer performance in teams as mediated by work characteristics, social exchanges, and empowerment. *Academy of Management Journal*, 46(5), 591–607.
- Clutterbuck, D., & Megginson, D. (2005). *Techniques for Coaching and Mentoring*. Oxford: Elsevier Butterworth-Heinemann.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. New York: Plenum.
- Garavan, T. N., Carbery, R., & Rock, A. (2012). Mapping talent development: definition, scope and architecture. *European Journal of Training and Development*, 36(1), 5–24.
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399–432.

Zahra Nabilla, Achmad Husen, Dian Alfia Purwandari, Bheni David Dwiana, Luthfi Jusniar Dwiputri

- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational Stress: Studies in Role Conflict and Ambiguity*. New York: Wiley.
- Kays, B., Kim, H., & Shin, T. (2008). The impact of role ambiguity and role conflict on job performance and turnover intention in project-based organizations. *International Journal of Human Resource Management*, 19(9), 1631–1651.
- Katz, D., & Kahn, R. L. (1978). *The Social Psychology of Organizations* (2nd ed.). New York: Wiley.
- Kusku, F. (2014). Cultural transformation in organizations: A study of corporate values and organizational performance. *Journal of Business Ethics*, 124(2), 343–357.
- Luthans, F. (2002). Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management Executive*, 16(1), 57–72.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396.
- Mujito, S. E., Asri, T. K., S AP, M. B. A., Poernomoputri, T. P., SE, M. M., & Siana Ria, S. E. (2024). *Pengantar Bisnis: Memahami Dinamika Bisnis Dalam Era Global*. Selat Media.
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102–1121.
- Pfeffer, J. (1998). *The Human Equation: Building Profits by Putting People First*. Boston: Harvard Business School Press.
- Pondy, L. R. (1967). Organizational conflict: Concepts and models. *Administrative Science Quarterly*, 12(2), 296–320.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). Boston: Pearson.
- Siegrist, J. (1996). Adverse health effects of high-effort/low-reward conditions. *Journal of Occupational Health Psychology*, 1(1), 27–41.
- Smith, A., Johnson, L., & White, D. (2018). Leadership style and innovation in startups: An empirical study. *Journal of Leadership & Organizational Studies*, 25(4), 423–436.
- van Knippenberg, D., & Sleebos, E. (2006). Organizational identification versus organizational commitment: Self-definition, social exchange, and job attitudes. *Journal of Organizational Behavior*, 27(5), 571–584.
- Yukl, G. (2013). *Leadership in Organizations* (8th ed.). New Jersey: Pearson Education.

Copyright holder:

Zahra Nabilla, Achmad Husen, Dian Alfia Purwandari, Bheni David Dwiana, Luthfi Jusniar Dwiputri (2025)

First publication right:

Syntax Admiration

This article is licensed under:



Unraveling Organizational Behavior Problems in Startup Agencies Through Analysis
Methods and Literature Studies