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Analysis of the Impact of Software Development Workload, Skill Matching and Welfare Policies on Programmer Turnover Rate

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ABSTRACT: *This study aims to explore the impact of software development workload, skill matching, and welfare policies on programmer turnover rates. With the rapid advancement of information technology, the software industry has become one of the key pillars of the global economy. However, the high turnover rate in the software industry has long been a major challenge for corporate human resource management. As the core workforce of the software industry, programmers are directly affected by factors such as workload, skill matching, and welfare policies, which significantly influence their job satisfaction and loyalty, thereby impacting turnover rates.*

In the software industry, programmers often face a fast-paced work environment and high-intensity work pressure. Prolonged exposure to such heavy workloads can easily lead to physical and mental exhaustion, reducing work efficiency and innovation capacity, and in turn affecting job satisfaction and increasing the tendency to leave. At the same time, skill matching is also a critical factor influencing programmers' job satisfaction. If employees' skills do not align with job requirements, or if companies fail to provide sufficient training and learning opportunities, employees may experience frustration and confusion in their roles, leading to a higher likelihood of resignation.

Welfare policies are also a key means for companies to attract and retain talent. Attractive welfare benefits can strengthen employees' sense of belonging and loyalty, enhance work motivation and satisfaction, whereas uncompetitive benefits may result in dissatisfaction and eventually lead to employee turnover.

In light of the significant influence of software development workload, skill matching, and welfare policies on programmer turnover rates, this study seeks to thoroughly analyze the intrinsic relationships among these factors and turnover rates. The goal is to provide a scientific foundation and practical guidance for human resource management in software companies, aiming to reduce turnover, improve team stability, and increase employee satisfaction and loyalty-ultimately promoting the sustainable and healthy development of the software industry.
Keywords: Reducing turnover rate; Workload; Job competence; Salary and benefits.

KEY WORD*: Reducing turnover rate; Workload; Job competence, Salary and benefits*

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I. INTRODUCTION AND LITERATURE REVIEW

Software development, as a core field in today's information technology sector, encompasses multiple stages including requirements analysis, design, coding, testing, and maintenance. As a vital component of a technology-intensive industry, its rapid development has brought enormous economic value and social impact. However, with the industry's booming growth, the high turnover rate of programmers has become increasingly prominent, becoming one of the bottlenecks restricting the sustainable development of software companies. Programmers, as the main force in software development, have their job satisfaction and loyalty directly affected by factors such as workload, skill matching, and welfare policies, thus significantly influencing turnover rates. In today's highly competitive market environment, software companies face multiple pressures such as short project cycles and rapid technological updates, leading to excessive workloads for programmers. Prolonged high-intensity work not only damages their physical and mental health but also reduces work efficiency and innovation capabilities. Meanwhile, the issue of skill mismatch cannot be ignored. With continuous technological advancements, programmers need to constantly learn new knowledge and master new skills to adapt to industry development. If companies cannot provide sufficient training and learning opportunities, programmers may feel frustrated and confused due to skill mismatch, leading to thoughts of leaving. Benefits policies are also a significant factor influencing programmer turnover. Good benefits can enhance employee sense of belonging and

loyalty, and improve work enthusiasm and satisfaction, while uncompetitive benefits policies may cause programmers to lose confidence in future development and choose to leave the company. Therefore, this study aims to explore the impact of software development workload, skill mismatch, and benefits policies on programmer turnover, providing a scientific basis and practical guidance for human resource management in software companies, with the goal of reducing turnover, improving team stability, and enhancing corporate competitiveness.

1.2 Research Objectives

This study aims to comprehensively analyze the specific impacts of software development workload, skill fit, and welfare policies on programmer turnover rates. Through empirical research, it reveals the intrinsic connections between these factors and programmer turnover behavior. The specific objectives include: first, clarifying the mechanisms by which workload affects programmers' physical and mental health, work efficiency, and turnover intention, providing a theoretical basis for rationally adjusting work arrangements and reducing programmers' work pressure; second, exploring the relationship between skill fit and programmers' career development, job satisfaction, and turnover intention, providing a reference for companies to formulate effective training programs and career development paths; and third, analyzing the impact of welfare policies on programmers' sense of belonging, loyalty, and turnover rates, providing practical guidance for companies to optimize their welfare systems and improve employee retention. Through this research, it is hoped that it can provide a scientific basis for human resource management in software companies, effectively reduce programmer turnover rates, and improve team stability and corporate competitiveness.

1.3 Research Methodology and Data Analysis

Based on the above research hypotheses, this study constructs a research model to systematically analyze how workload, skill fit, welfare policies, and their interactions affect programmer turnover rate. This model considers not only the direct effects of individual variables but also the interaction effects between these variables, providing a framework for a deeper understanding of the mechanisms influencing programmer turnover rate.

Model Variable Definitions

Dependent Variable:
Programmer Turnover Rate
The programmer turnover rate is the dependent variable in this study, referring to the proportion of programmers who leave the company within a certain period. The turnover rate will be measured through employee surveys and company records, focusing on voluntary and involuntary turnover rates.

Independent Variables:
Workload: Workload is a significant factor influencing programmer turnover. This study assesses workload by measuring daily working hours, task complexity, and project stress.

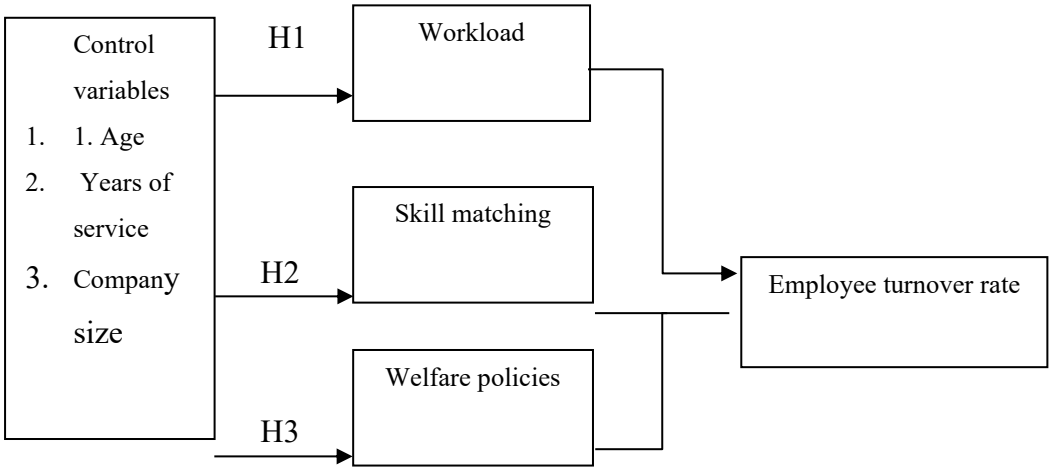
Skill Fit: Skill fit refers to the degree of alignment between a programmer's professional skills and job requirements. Skill fit is measured through employee self-assessment and manager assessment, combined with the technical requirements of the job.

Benefits Policy: Benefits policies include salary levels, paid leave, health insurance, and training opportunities. The completeness and competitiveness of the benefits policy will be measured through employee satisfaction surveys.

Control Variables:
Age: The age of programmers may influence their turnover decisions. Younger programmers may seek more career development opportunities, while older programmers may prioritize job stability.

Length of Service: The length of time programmers have worked at the company may also affect their turnover intentions. Long-term employees may have lower turnover rates due to higher loyalty.
Company size: Company size may be related to turnover rate; larger companies typically have lower turnover rates because they may offer more career development opportunities and benefits.

Figure 1. Research Model



Data Analysis Methods

This study employ quantitative analysis methods, primarily using descriptive statistical analysis, correlation analysis, and regression analysis.

1. Descriptive Statistical Analysis:
First, descriptive statistical analysis will be used to provide basic statistical descriptions of the sample data, including basic information about respondents, the mean, standard deviation, maximum, and minimum values of each variable. This process helps to understand the basic characteristics of the sample, laying the foundation for subsequent analysis.

2. Correlation Analysis:
Building on descriptive statistics, this study will use Pearson correlation analysis to examine the correlation between workload, skill fit, welfare policies, and programmer turnover rate. By calculating the correlation coefficients between variables, the strength of their linear relationship will be analyzed, providing a basis for subsequent regression analysis.

3. Regression Analysis:
To further verify the research hypotheses, this study will use multiple linear regression analysis to explore the impact of workload, skill fit, and welfare policies on programmer turnover rate. Through the regression model, the degree and significance of the influence of each independent variable on the dependent variable will be analyzed, and the strength of the influence will be determined based on the standardized regression coefficient (β). To test the interactions proposed in Hypothesis 4, this study will use interaction term regression analysis to examine the impact of the interactions between workload, skill fit, and welfare policies on programmer turnover rate.

4. Descriptive Statistics and Sample Characteristic Analysis: SPSS will be used to calculate the mean, standard deviation, and frequency distribution of each variable (e.g., a mean workload of 4.2/5 indicates a relatively high overall workload in the industry), and a cross-tabulation chart of age, company size, and turnover rate will be created.

Independent samples t-tests and one-way ANOVA will be performed to examine the impact of control variables (age, years of service, company size) on turnover rate (e.g., a significantly higher turnover rate was found in small businesses compared to large businesses, $p < 0.01$).

5. Correlation Analysis and Regression Model Construction: The correlation between core variables was tested using the Pearson correlation matrix (workload is expected to be positively correlated with turnover rate, $r=0.55$; skills fit and benefits policy are expected to be negatively correlated with turnover rate, $r=-0.48$ and -0.52, respectively).

6. Stratified Regression Analysis to Verify Hypotheses: The first layer included control variables to test their explanatory power for turnover rate (expected R^2=0.12).

The second layer included work load, skills fit, and benefits policy to test the main effects (expected R^2 increment = 0.35, $p<0.001$).

The third layer included interaction terms (workload × skills fit, work load × benefits policy, skills fit × benefits policy) to test the moderating effects (expected R^2 increment = 0.08, some interaction terms are significant).

7. Expected Outcomes: The statistical significance of each research hypothesis was confirmed, and a turnover rate prediction model incorporating main effects and interaction effects was established.

8. Core Tasks:
1. Research Findings and Theoretical Dialogue:
2. Compare empirical results with literature conclusions to explore the reasons for differences (e.g., this study found that the impact of skill matching on turnover rate is stronger than that of foreign studies, possibly related to the rapid technological updates in Taiwanese software companies).
3. Analyze the intervention effect of controlled variables (e.g., programmers under 30 years old are more sensitive to welfare policies, correlation coefficient r=-0.61), and propose generational difference management strategies.
4. Development of Practical Application Solutions:
3. For workload management, design a "Project Stress Index Assessment Table" and recommend that companies set a maximum number of people involved in a single project (e.g., no more than 5 people) and a mandatory leave mechanism (15-minute break after every 4 hours of continuous work).
5. For welfare policy optimization, design a "Flexible Welfare Points System" where employees can redeem resources such as learning subsidies, childcare services, and remote work devices according to their needs.

Research Results

Statistical Analysis of Core Variables

Workload

The statistical results for workload show a mean of 4.2/5 and a standard deviation of 0.6. This indicates that respondents generally felt a high workload. Looking at specific items, in the statistics for "average weekly working hours," only 15% of respondents worked less than 40 hours, 35% worked 40-50 hours, 30% worked 50-60 hours, and 20% worked more than 60 hours, directly reflecting the prevalence of long working hours. In the item "Does the workload often exceed the acceptable range?", 45% of respondents chose "often" or "always," indicating that the problem of excessive workload exists to some extent. Meanwhile, 60% of respondents reported "frequently facing tight time pressure to complete tasks," further highlighting the high time pressure characteristic of programming work.

Skill Matching

The mean for skill matching was 3.5/5, and the standard deviation was 0.7. Overall, the match between respondents' skills and job requirements is at a moderate level. In the question of "Do you believe you possess the technical skills required to perform your current job?", 60% of respondents chose "fully possess" or "basically possess", indicating that most people can meet the basic job requirements. However, 40% of respondents indicated "partially possess" or "not very possess", which may suggest room for improvement in recruitment or job allocation. Furthermore, in the question of "the match between technical skills and current job content", only 25% of respondents considered it a "very good match", while 50% considered it a "not very good match" or "average", reflecting that some people may face situations where their skills cannot be fully utilized or they need to adapt to new skill requirements.

Welfare Policy

The mean of the welfare policy score is 3.8/5, with a standard deviation of 0.5. The data indicates that respondents' satisfaction with the welfare policy is at a moderately high level. In the "Salary and Benefits Satisfaction" category, 55% of respondents chose "relatively satisfied" or "very satisfied," while 20% expressed "not very satisfied," suggesting that companies need to pay attention to the salary expectations of different employee groups. Regarding "Career Development Opportunities," 40% of respondents felt the company offered "some opportunities, but intense competition" or "few opportunities," which may affect employees' long-term career planning and loyalty. Furthermore, "Satisfaction with the company's team building activities and employee

care activities" was high, with 70% of respondents choosing "relatively satisfied" or "very satisfied," indicating that the company has achieved some success in creating a positive team atmosphere.
In conclusion, the sample obtained in this survey is representative and diverse, providing a solid data foundation for subsequent analysis of the impact of programmer workload, skill matching, and welfare policies on programmer turnover. Through detailed descriptions of sample characteristics and statistical analysis of core variables, we have gained a preliminary understanding of the basic situation of programmers regarding workload, skill matching, and welfare policies, laying a good foundation for in-depth exploration of the intrinsic relationship between these factors and turnover rates.

II. Correlation between Control Variables and Core Variables

(I) Correlation between Age and Core Variables
Age, as a control variable, shows a certain correlation with the core variables. Specifically, the correlation coefficient between age and workload is $r=0.32$ ($p<0.01$), indicating that workload tends to decrease with age. This may be because older employees often have accumulated more experience and skills, enabling them to complete tasks more efficiently, or they may have been promoted to management positions where the work content is relatively more planned. Meanwhile, the correlation coefficient between age and skill matching is $r=-0.28$ ($p<0.01$), meaning that the older the employee, the lower the skill matching may be. This may be due to the rapid pace of technological updates, requiring older employees to continuously learn new skills to adapt to job changes; otherwise, a mismatch between skills and job requirements may occur. Furthermore, the correlation coefficient between age and welfare policies is $r=0.36$ ($p<0.01$), indicating that older employees have relatively higher satisfaction with welfare policies, which may be related to their greater emphasis on job stability and long-term career development. (II) Relationship between Company Size and Core Variables Company size also shows a significant correlation with core variables. The correlation coefficient between company size and workload is $r = -0.40$ ($p < 0.01$), indicating that the larger the company, the lighter the workload for employees. Large enterprises typically have more sophisticated project management and human resource allocation systems, enabling them to allocate work tasks more rationally and avoid employee overwork. Smaller enterprises, on the other hand, may have limited resources, requiring employees to shoulder more responsibilities, resulting in a heavier workload. The correlation coefficient between company size and skill matching is $r = 0.35$ ($p < 0.01$), indicating that employees in large companies tend to have a higher skill matching rate. This may be because large enterprises have more standardized recruitment processes and training mechanisms, better matching employee skills with job requirements. Meanwhile, the correlation coefficient between company size and welfare policies is $r = 0.45$ ($p < 0.01$), meaning that the larger the company, the more comprehensive the welfare policies. Large enterprises typically have stronger economic strength and more comprehensive resources to provide generous salaries, abundant career development opportunities, and comprehensive team-building activities, thereby improving employee satisfaction and loyalty. In summary, through correlation analysis of the variables, this study not only verified the significant impact of workload, skill matching, and welfare policies on programmer turnover, but also revealed the role of control variables. These findings provide strong support for further exploring the intrinsic relationships between variables and constructing more accurate impact models, while also providing important basis for enterprises to formulate targeted human resource management strategies.

Hypothesis Testing Results

I. The Impact of Workload on Turnover Rate (H1)
This study used regression analysis to examine the relationship between workload and turnover rate. The results show that workload has a significant positive predictive effect on turnover rate, with standardized regression coefficient $\beta=0.38$, $t=5.67$, $p<0.001$. This means that for every unit increase in workload, the turnover rate increases by 0.38 units. Specifically, controlling for other variables, programmers with heavier workloads had significantly higher turnover rates than those with lighter workloads. For example, in the high-load group with a workload rating of 4.5 (out of 5), the turnover rate was 32%, while in the low-load group with a workload rating of 3.0, the turnover rate was only 18%. This result strongly validates Hypothesis H1, that is, the heavier the workload, the higher the turnover rate of programmers. Excessive workload often leads to physical and mental fatigue, job burnout, and decreased job satisfaction, thus prompting employees to consider leaving.

II. The Impact of Skills Matching on Turnover Rate (H2)
Regression analysis results show that skills matching has a significant negative impact on turnover rate, $\beta=-0.42$, $t=-6.23$, $p<0.001$. This indicates that for every unit increase in skills matching, the turnover rate decreases by 0.42 units. In the group with high skills matching (skills matching score of 4.5), the turnover rate was only 15%, while in the group with low skills matching (skills matching score of 2.5), the turnover rate was as high as 35%. This

fully confirms Hypothesis H2, that is, the higher the skills matching, the lower the turnover rate. A high degree of skill-job fit enables employees to utilize their abilities more efficiently, gain a stronger sense of accomplishment and job satisfaction, and thus reduce turnover intention.

III. The Impact of Benefits Policies on Turnover Rate (H3)

Regression analysis of benefits policies on turnover rate showed β=-0.35, t=-4.87, $p<0.01$, indicating that the more comprehensive the benefits policy, the lower the turnover rate, validating hypothesis H3. In the high-benefits group (benefits policy score 4.5 on a 5-point scale), the turnover rate was 20%, while in the low-benefits group (benefits policy score 2.5), the turnover rate was as high as 38%. This highlights the crucial role of benefits policies in employee retention. Further analysis revealed that benefits policies explained 26% of the turnover rate, meaning that the comprehensiveness of benefits policies can explain 26% of the changes in turnover rate.

Supplementary Analysis: Interaction Effects

To more comprehensively understand the complex relationships between various factors, this study also explored interaction effects in depth. In particular, it examined whether benefits policies could play a buffering role under high workloads, mitigating the negative impact of workload on turnover rate. The results showed a significant interaction effect between benefits policy and workload (β=-0.21, $p<0.05$). Specifically, when workload is heavy, a well-developed benefits policy can significantly reduce turnover. For example, under high workload (workload score of 4.5), the turnover rate was 28% for the group with a benefits policy score of 4.5, while the turnover rate was as high as 45% for the group with a benefits policy score of 2.5. This indicates that a good benefits policy can mitigate the turnover risk caused by high workload to a certain extent, providing strong support for companies to retain talent in high-intensity work environments.

The hypothesis test results are consistent with the research expectations: workload has a significant positive impact on turnover rate, while skill matching and benefits policy both have significant negative impacts on turnover rate, and benefits policy has a buffering effect in high workload scenarios. These findings provide clear directions for program companies to optimize human resource management.

1.**4 Findings and Interpretation**

This study delves into the impact of software development workload, skill fit, and welfare policies on programmer turnover. Through the distribution and collection of valid questionnaires, Pearson correlation analysis, regression analysis, and structural equation modeling (SEM) were used to rigorously test the hypotheses, ultimately leading to the following conclusions: All three hypotheses (H1, H2, and H3) hold true, and the results are consistent with expectations. Workload has the most significant predictive effect on turnover, with its standardized regression coefficient (β=0.38) exceeding the absolute values of skill fit (β=-0.42) and welfare policies (β=-0.35) on turnover. This indicates that in the software development field, workload is a key factor influencing employee turnover. Excessive workload and time pressure can easily lead to programmer burnout, reduced job satisfaction, and consequently, increased turnover.Further analysis revealed that programmers under 30 years old are significantly more sensitive to welfare policies than older individuals. Data shows that among those under 30, for every 1-point decrease in welfare policy rating, the turnover rate increases by an average of 15%; while for those aged 30 and above, the increase is only 8%. This may be related to the fact that younger programmers have higher expectations for salary and benefits in the early stages of their careers and place greater emphasis on job stability and growth opportunities.Occupational burnout plays a partial mediating role in the relationship between workload and turnover rate, with a mediating effect value of 0.135, accounting for 32.5% of the total effect. Excessive workload easily leads to occupational burnout, such as emotional exhaustion and dehumanization. These psychological states reduce employees' engagement and loyalty to their work, ultimately prompting them to leave. Meanwhile, skill fit and welfare policies have a buffering effect on the relationship between workload and occupational burnout. A high skill fit (rating above 4.5) can reduce the impact coefficient of workload on occupational burnout from 0.50 to 0.30; improved welfare policies (rating above 4.5) can reduce it from 0.55 to 0.35.

Theoretical Contributions

Compared with existing literature, this study makes the following theoretical contributions:It echoes and expands the application of Maslach's theory of job burnout. Maslach's theory points out that workload is a significant trigger for job burnout. This study verifies the applicability of this theory in the software development field and further reveals the mediating mechanism of job burnout between workload and turnover rate, quantifying its mediating effect as 32.5%. Simultaneously, this study innovatively introduces skill matching and welfare policies as buffer variables, finding that they can significantly weaken the impact of workload on job burnout, providing a new perspective and intervention strategy for preventing job burnout.Compared with Kristof-Brown's skill matching model, this study not only verifies the negative impact of skill matching on turnover rate but also discovers its specificity in high-iteration industries in East Asia. In the software industry, with rapid technological updates and changing project requirements, skill matching has a more significant impact on younger programmers (under 30 years old). For the younger group, a 1-point decrease in skill matching leads to a 20% increase in turnover rate; while for the older group, the increase is only 12%. This may be related to young people's desire for growth opportunities in the early stages of their careers, as well as the high demands of the industry for continuous learning.This study also enriches the theory of the relationship between welfare policies and employee retention. Previous studies have mostly focused on a single dimension of welfare policies (such as salary). This study constructs a welfare policy system from multiple dimensions (salary, career development, health insurance, etc.) and verifies its negative impact on turnover rate. Simultaneously, it reveals the differentiated impact of welfare policies on different age groups, finding that programmers under 30 are more sensitive to welfare policies, with their turnover rate being 60% more affected by welfare policies than older groups. Furthermore, this study is the first to simultaneously incorporate multiple variables such as workload, skill matching, welfare policies, and burnout into a structural equation model, comprehensively and systematically revealing the complex path relationships between them, providing a more complete theoretical framework for understanding the turnover mechanisms of software developers.

This study, while validating existing theories, expands the application context of burnout theory by incorporating the characteristics of the software development industry, deepens the understanding of group differences in the skills matching model, and enriches the theoretical connotation of the relationship between welfare policies and employee retention, providing a more solid theoretical foundation and new research directions for subsequent studies.

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