THE IMPACT OF CAREER MANAGEMENT ON TURNOVER INTENTION AT CONSTRUCTION COMPANIES: THE MEDIATION ROLE OF CAREER SATISFACTION

Bimmo Dwi Baskoro

Program Studi Manajemen, Sekolah Tinggi Manajemen Labora. Jalan Palem Raja B7/7 Taman
Modern Cakung, Jakarta Timur, DKI Jakarta, 13960, Indonesia.

*E-mail: bimmodibi@gmail.com

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh manajemen karir terhadap intensi keluar. Peran mediasi kepuasan karir antara manajemen karir dan intensi keluar juga dinilai. Data dikumpulkan dari para profesional konstruksi Indonesia. Subjek penelitian ini adalah perusahaan konstruksi yang berdomisili di Provinsi DKI Jakarta, Indonesia. Data diperoleh dengan menggunakan kuesioner. Unit analisis penelitian ini adalah 1.718 perusahaan konstruksi di Jakarta dengan perwakilan perusahaan sebagai unit observasi, yaitu populasi 1.718 perwakilan dan sampel sebanyak 315 perwakilan. *Partial least squares* - pemodelan persamaan struktural (PLS-SEM) dilakukan untuk menguji hubungan yang dihipotesiskan. Hasil penelitian menunjukkan bahwa kepuasan karir mampu memediasi hubungan antara manajemen karir dengan intensi keluar. Intensitas keluar dapat diminimalkan melalui peningkatan kepuasan karir pada jenjang tertentu. Selain itu, upaya perusahaan dilakukan melalui perencanaan manajemen karir jangka panjang sehingga karyawan dapat memprediksi karirnya di perusahaan pada masa yang akan datang. Penelitian ini meningkatkan pemahaman kami tentang pentingnya manajemen karir dengan kepuasan karir dan hubungannya dengan intensi keluar pada perusahaan konstruksi di Jakarta, Indonesia.

Kata kunci: manajemen karir, kepuasan karir, intensi keluar, konstruksi

Abstract

This study aims to examine the impact of career management on turnover intention. The mediating role of career satisfaction between career management and turnover intention is also assessed. Data were collected from Indonesian construction professionals. The subject of this research is construction companies domiciled in DKI Jakarta Province, Indonesia. Data obtained using a questionnaire. The unit of analysis of this study was 1,718 construction companies in Jakarta with companies representatives as observation units, namely a population of 1,718 representatives and a sample of 315 representatives. Partial least squares - structural equation modelling (PLS-SEM) was performed to test the hypothesised relationships. The results show that career satisfaction is able to mediate the relationship between career management and turnover intention. Turnover intention can be minimized through increased satisfaction at a given career path. In addition, the company's efforts are through long-term career management planning so that employees can predict their career in the company in the future. The present study enhances our understanding of the importance of career management with career satisfaction and its relation to turnover intention at construction companies at Jakarta, Indonesia.

Keywords: career management, career satisfaction, turnover intention, construction

INTRODUCTION

Studies related to human resource management are always an interesting topic to discuss; this can be seen from the many studies that have explored this topic. According to Susiawan & Muhid (2015), HR is an important asset in an organization, both large and small organizations; this is because HR plays an important role as a driving force in directing the organization to develop under various conditions. It causes the company to manage human resources properly and professionally. One HR management aspect that needs to be considered in the management is the turnover intention in employees, causing turnover (Sa'adah & Prasetyo, 2015).

The lower employee turnover rate are significantly associated with higher organisational and financial performance (Cristiani & Peiró, 2019). Also, high turnover rates can cause financial crisis (Wynen & Op De Beeck, 2014) and organization stability (Long, Ajagbe, & Kowang, 2014). Employee development practices or career management will improve the relationship between employees and the organization to shape employee attitudes and behavior (Galunic & Anderson, 2000). Currently, career management is one thing that the HR department pays most attention to because more and more organizations need employees with up to date knowledge and skills (Lee & Bruvold, 2003). With career management, organizations can increase workforce flexibility, improve performance, and create a competitive advantage. It is in line with Benson, Finegold, & Mohrman (2004) research, which states that investing in employee development will reduce turnover intention. This employee development investment contributes to

creating positive perceptions from employees of the company, which in turn can increase career satisfaction. Employees' feelings of satisfaction can create an attitude of loyalty and foster a strong desire to work harder in contributing to the company (Lee & Bruvold, 2003).

This statement is supported empirically by research conducted by Rahman & Syahrizal (2019), which explains that compensation and career management have a positive effect on career satisfaction and negative impact on turnover intention. There are differences in the results of previous research with research conducted by Juhdi, Pa'wan, & Hansaram (2013) regarding the relationship between career management and turnover intention. Research results in the banking, insurance, financial, and education sectors found a positive relationship between career management and turnover intention. Companies that provide support for employee career development are indirectly able to create employee turnover. It is due to increased employee competence because training will make these employees more marketable and employable so that they have the potential to move to other companies that are more able to provide more value to the employees.

Koster, de Grip, & Fouarge (2011) research results prove that career management has a positive relationship with turnover intention. Companies that have a good career management program can pose a risk of turnover and costs due to workforce turnover. Based on the research gap previously described, this study aims to re-clarify the relationship between career management and turnover intention mediated by career satisfaction. The results of this study are expected to be the latest empirical evidence as well as a reference in

managing employee turnover intention and career satisfaction figures.

LITERATURE REVIEW

Career Management (CM) and Turnover Intention (TI)

Career management is a management practice that aims to facilitate and promote employee career development in the organization, which consists of various programs and interventions such as individual assessments, training courses, mentoring, job rotation, and so on (De Vos, Dewettinck, & Buyens, 2009). With career management, organizations can increase workforce flexibility, improve performance, and create competitive advantage.

This statement is supported by Rahman & Syahrizal (2019) which explains that compensation and career management have a positive and significant effect on career satisfaction and have a negative effect on turnover intention, meaning that if the compensation and career development provided by the company can meet the needs & desires of employees, then satisfaction employee employment and career will increase and reduce turnover intention. Based on the description above, the hypothesis can be formulated as follows.

H1: Career management is positively related to turnover intention.

Career Management (CM) and Career Satisfaction (CS)

Support provided by the organization in terms of career development can trigger employee satisfaction with career satisfaction. Apart from getting opportunities in personal career development, employees can also plan their long-term goals for the future. According to Lent & Brown (2006), environmental support with specific goals such as

organizational support for employee career development and material support provided resources to support the main goals of an employee will be able to create and increase career satisfaction.

Ng et al., (2005) explains that organizational sponsorship, organizational support for career development, or career management can show the extent to which organizations provide special assistance to employees to facilitate their employees' career success. It is supported by the research results of Barnett & Bradley (2007) and Joo & Ready (2012), which prove that career management affects career satisfaction. Employee satisfaction through their career development can be achieved when their organization's goals and needs are met. Based on the description above, the hypothesis can be formulated as follows.

H2: Career management is positively related to career satisfaction.

Career Satisfaction (CS) and Turnover Intention (TI)

Career satisfaction is an essential indicator of employee turnover intention. Employees who have high career satisfaction tend to stay in the organization and not leave their organization (Lin & Huang, 2020). Thus, organizations must make more extraordinary efforts to understand better and improve career satisfaction to reduce employee turnover intention (Direnzo & Greenhaus, 2011).

Recent research has revealed that career satisfaction is negatively related to employee turnover intention (Chan & Mai, 2015; Guan et al., 2017; Kang, Gatling, & Kim, 2015). Based on the description above, the hypothesis can be formulated as follows.

H3: Career satisfaction is positively related to turnover intention.

Mediation Effect of CS on the Relationship between CM and TI

The purpose of career management is to facilitate and promote employee career development (De Vos et al., 2009). Career management is an indicator of employees' subjective perceptions of organizational support for career development (Guan et al., 2014). Career management has a positive effect on objective indicators of career success, such as salary development, salary levels, and job levels (Bagdadli & Gianecchini, 2019; Guan et al., 2014). In addition to its beneficial effects on objective career success, perceived organizational career management has also been found to be positively correlated with employees' career success and job-related attitudes.

Previous research has shown that perceived career management can promote employee job-related attitudes by increasing positive evaluation and expectations of their career development (De Vos et al., 2009; Guan et al., 2014). In line with the results of previous studies, Santra & Giri (2019) and Seibert & Kraimer (2001) concluded that perceived career management would increase individual career satisfaction and can reduce turnover intention (employee intention to leave their organization). Based on the description above, the hypothesis can be formulated as follows.

H4: Career satisfaction mediates the effect of career management on turnover intention (see Figure 1)

Figure 1. Conceptual Framework

Source: author's own (2020)

METHOD

Research Model

This is an associative research with a causal relationship that aims to find out the relationship between two or more variables. The type of research approach that researchers use is quantitative that produces structured data so that researchers can perform the process of quantifying data by changing the original data into objective data (Boeren, 2018; Daniel, 2016).

Population and Sample

The unit of analysis in this study is a construction company that is part of the BPD Gapensi (Association of Construction Companies) DKI Jakarta. All the companies are registered in the Construction Services Development Board (LPJK). The observation unit (respondent) in this study is the company leadership or the company's representative or those who represent them in the company, who become respondents and fill out the research questionnaire. Total amount of the population is 1718 companies. The sample size was determine using the Isaac-Michael formula (Johanson & Brooks, 2010; Memon et al., 2017). As many as 315 companies were proportionally chosen as follows: 84 out of 460 companies from K1, 18 out of 97 companies from K2, 34 out of 183 companies from K3, 100 out of 543 companies from M1, 41 out of 225 companies from M2, 24 out of 132 companies from B1, and 14 out of 78 companies from B2. The sample of this study consisted of 315 company. We distributed the questionnaire online using Google Form to company's representative. During the survey, we asked the participants to rate their career management, career satisfaction, and turnover intention. Of these valid sample, 248 (78.7%) were male and 67

(21.3%) were female. The level of education of 2 (0.6%) had a diploma's degree, 312 (99.0%) had a bachelor's degree, and 1 (0.3%) had a master's degree. The organizational tenure of 3 (1 %) were from 1 to 5 years, 7 (2.2%) were from 6 to 10 years, and 305 (96.8 %) were from 11 to 15 years. The occupational positions of 2 (0.6%) were Engineers, 3 (1 %) were Project Team Members (PMT), 306 (97.1%) were Managers, and 4 (1.3%) were Others. The construction companies types of 84 (26.7 %) were K1, 18 (5.7 %) were K2, 34 (10.8%) were K3, 100 (31.7%) were M1, 41 (13 %) were M2, 24 (7.6%) were B1, and 14 (4.4%) were B2. The descriptive information was shown in Table 1 below. According to Hair et al. (2014), to determine the number of samples, five to 10 times, the number of structural paths can be used.

Table 1. Demographic Information (*n* = 315)

	Number	%		Number	%
<i>Gender</i>			<i>Positions</i>		
Male	248	78.7	Engineer	2	0.6
Female	67	21.3	PMT	3	1
<i>Education Level</i>			Manager/Leader	306	97.1
Diploma	2	0.6	Others	4	1.3
Bachelor	312	99.0	<i>Company Types</i>		
Master	1	0.3	K1 (Small-1)	84	26.7
<i>Org. Tenure</i>			K2 (Small-2)	18	5.7
1-5 years	3	1	K3 (Small-3)	34	10.8
6-10 years	7	2.2	M1 (Middle-1)	100	31.7
11-15 years	305	97.1	M2 (Middle-2)	41	13
			B1 (Big-1)	24	7.6
			B2 (Big-2)	14	4.4

Note: *n* = 315

Source: author's own (2020)

Measurement

Career management is a policy given by an organization in formal or informal activities to support employee career development. Career management

measurement uses ten indicator items developed by Sturges, Guest, Conway, & Davey (2001). Six out of 10 items describe the organization's formal activities, and four out of 10 items describe the informal activities of the organization in support of employee career development.

Career satisfaction is a sense of satisfaction felt by employees based on their assessment of their career development in various jobs. Career satisfaction measurement uses five indicator items developed by Greenhaus, Parasuraman, & Wormley (1990). Turnover intention is a tendency, intention, or desire of employees to stop working from their job at a company. The measurement of turnover intention uses five measurement items adopted from Jung & Yoon (2013).

Analysis Technique

Structural equation modeling (SEM) is a multivariate analysis technique that combines aspects of factor analysis and multiple regression, allowing researchers to investigate a series of relationships between the dependent variable and the independent variable simultaneously (Hair et al., 2014). Also, the partial least square (PLS) approach was chosen based on its characteristics, such as being able to use a relatively small number of samples, not requiring normal distribution assumptions, being able to be used with all types of data, having effectiveness in testing the research model simultaneously, and being able to handle complex models (Hair et al., 2014).

In general, the partial least square (PLS) approach is oriented towards predicting a series of hypothetical relationships that have been built (Hair et al., 2014). However, the partial least square (PLS) approach can also be used to confirm the theory and test the relationship between

variables. Also, to make it easier to conduct research analysis, the SmartPLS 3.0 software is used.

RESULT

Model Evaluation

Evaluation of measurement models aims to assess indicators that measure the (observed variable) variable. This study also uses reflective indicators evaluated in two parts: the reliability test and the validity test (Hair et al., 2014).

Reliability Test

The reliability test is intended to measure the consistency of an indicator in measuring a variable. In conducting the reliability test, an evaluation of the reliability and internal consistency indicators was carried out (Hair et al., 2014). The reliability indicator explains the extent to which a variable's indicators have in common in compiling these variables. The standard used to assess an indicator of reliability is good when the value of outer loadings is > 0.70 .

Table 2. Outer Loadings

	CM	CS	TI
CM1	0.770		
CM10	0.581		
CM2	0.794		
CM3	0.807		
CM4	0.809		
CM5	0.751		
CM6	0.792		
CM7	0.792		
CM8	0.772		
CM9	0.781		
CS1		0.904	
CS2		0.824	
CS3		0.886	
CS4		0.780	
CS5		0.912	
TI1			0.849

TI2			0.839
TI3			0.799
TI4			0.715
TI5			0.798

Source: author's own (2020)

Table 1 above shows the results of the first data processing using SmartPLS software, which shows the value of each indicator's outer loadings. Based on Table 2, there is one indicator from the career management variable (CM10), which has an outer loadings indicator value below 0.70. Indicators that have an outer loadings value below 0.70 can be eliminated because these indicators are considered to be less reliable. After eliminating the indicators with outer loadings values below 0.70, a rerun was carried out using SmartPLS 3.0 software, resulting in a display of the value of the outer loadings, as shown in Table 3. Based on Table 3 below, it can be seen that the value of the outer loadings of almost all indicators of research variables is 0.70. It shows that the indicators of each research variable are classified as reliable.

Tabel 3. Outer Loadings

	CM	CS	TI
CM1	0.733		
CM2	0.822		
CM3	0.827		
CM4	0.836		
CM5	0.726		
CM6	0.821		
CM7	0.810		
CM8	0.804		
CM9	0.750		
CS1		0.906	
CS2		0.823	
CS3		0.887	
CS4		0.776	
CS5		0.914	
TI1			0.848
TI2			0.841
TI3			0.798

TI4			0.713
TI5			0.799

Source: author's own (2020)

Internal consistency explains the reliability of the variable indicators used. Composite reliability can be seen with a threshold value of 0.70 to assess indicators with good internal consistency. The composite reliability value results after eliminating one indicator (CM10) can be seen in Table 4.

Tabel 4. Composite Reliability

	Cronbach's Alpha	Composite Reliability	AVE
CM	0.926	0.938	0.629
CS	0.913	0.935	0.744
TI	0.861	0.899	0.642

Source: author's Own (2020)

Based on the data presented in Table 4 above, it can be seen that the composite reliability value of all research variables is 0.70. It shows that the indicators of each research variable that have been used are classified as reliable. Also, career management is the research variable with the highest composite reliability value among all research variables, which is 0.938.

Validity Test

The validity test is done by evaluating discriminant validity and convergent validity. Discriminant validity explains the extent to which the indicator of a variable represents the variable it measures. To assess indicators with good discriminant validity, we can see the cross-loading value. An indicator must be more significant in the variables it compiles compared to other variables.

Tabel 5. Cross Loadings

	CM	CS	TI
CM1	0.733	0.526	0.597
CM2	0.822	0.696	0.622

CM3	0.827	0.562	0.596
CM4	0.836	0.699	0.683
CM5	0.726	0.462	0.562
CM6	0.821	0.687	0.623
CM7	0.81	0.542	0.563
CM8	0.804	0.665	0.657
CM9	0.75	0.53	0.595
CS1	0.696	0.906	0.804
CS2	0.711	0.823	0.839
CS3	0.703	0.887	0.849
CS4	0.469	0.776	0.807
CS5	0.677	0.914	0.828
TI1	0.696	0.827	0.848
TI2	0.712	0.879	0.841
TI3	0.429	0.743	0.798
TI4	0.509	0.534	0.713
TI5	0.706	0.786	0.799

Source: author's own (2020)

Based on the data presented in Table 5 above, the value of cross-loadings of a variable indicator is greater than the value of cross-loadings of other variables, so it can be concluded that each indicator used to measure the variables in this study is classified as valid. Convergent validity explains the extent to which indicators converge and positively correlate with other indicators on the same variable. An indicator with good convergent validity, seen at the average variance extracted (AVE) value > 0.50 . The results of the convergent validity analysis are presented in Table 4.

Based on the data presented in Table 4, it can be seen that the average variance extracted (AVE) value of all research variables is 0.50. It shows that the indicators of each research variable that have been used are classified as valid. Also, CS is the research variable with the highest average variance extracted (AVE) value among all research variables, which is 0.744.

Table 6. R-Square

	R Square	R Square Adjusted
CS	0.579	0.577
TI	0.920	0.920

Source: author's own (2020)

Furthermore, the total value of R^2 (see Table 6) is used to predictive relevance (Q^2). The blinfolding approach measures the predictive relevance (Q^2) and the effect Q^2 or impact of exogenous constructs on endogenous constructs (Henseler, Ringle, & Sinkovics, 2009). As shown in Table 6, the value of Q^2 in this study can be measured by the following calculation.

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.579) (1 - 0.920)$$

$$Q^2 = 0.96632$$

Based on the Q-square calculation results, the Q-square value is 0.96632, where the Q-square value is above 0.5 and approaches the number one. Therefore, the inner model in this study is fit and can be used.

Hypothesis Test

After knowing the questionnaire items' validity and reliability and knowing the resulting model from the SEM analysis and the feasibility of the model, the researcher will test the previously compiled hypotheses. This hypothesis testing is based on the significance value (p -value) < 0.05 . If the significance value is less than 0.05, there is an influence between variables and the accepted hypothesis. The results of hypothesis testing can be seen in Table 7 below.

Table 7. Direct Effect

	Beta	T Statistics	P Values
CM -> CS	0.761	17.203	0.000
CM -> TI	0.107	3.805	0.000
CS -> TI	0.876	35.268	0.000

Source: author's own (2020)

Based on the results of hypothesis testing listed in Table 7 above, it is known that there are three hypotheses accepted. The accepted hypothesis is because it has a (P) value less than 0.05 and a T Statistics value > 1.96 .

DISCUSSION

The Effect of Career Management on Turnover Intention

Based on the results of statistical tests using SmartPLS 3.0 software, it can be seen that career management has a significant effect on turnover intention. It can be proven by the p -value of 0.000 and the t -statistics value of 3.805. It can be concluded that hypothesis 1, which states that career management affects turnover intention, is accepted. These test results are not in line with the research results conducted by Juhdi et al. (2013), which proves that career management does not significantly affect turnover intention. When the company provides opportunities for employee career development, it reduces employees' desire to leave the company. Companies need to conduct deepening and exploration in other aspects, which can reduce employees' desire to leave the company.

The Effect of Career Management on Career Satisfaction

Based on the results of statistical tests using SmartPLS 3.0 software, it can be seen that career management has a positive effect on career satisfaction. It can be proven by the p -value of 0.0000, the correlation coefficient (β) of 0.761, and the t -statistics value of 17.203. It can be concluded that hypothesis 2, which states that career management affects career satisfaction, is acceptable. The results of hypothesis 2 testing are in line with Guan et al. (2015)

research on different industries in China and Aburumman et al. (2020) in the banking industry. Both of these research results found that career management has a significant effect on career satisfaction. Company programs or policies that are intended to develop employee careers can increase employee career satisfaction. When a company wants to increase its career satisfaction rate, it can create transparent and sustainable career development programs.

The Effect of Career Satisfaction on Turnover Intention

Based on the results of statistical tests using SmartPLS 3.0 software, it can be seen that career satisfaction has a positive effect on turnover intention. It can be proven from the p-value of 0.000, the correlation coefficient (β) of 0.876, and the t-statistics value of 35.268. It can be concluded that hypothesis 3, which states that career satisfaction affects turnover intention, is accepted. In line with (Aburumman et al., 2020) research, research states that career satisfaction has a negative and significant effect on turnover intention. If the company wants to reduce turnover intention, the company must increase employee career satisfaction so that the desire to leave the company is getting lower.

Table 8. Indirect Effect

	Original Sample (O)	T Statistics	P Values
CM -> CS -> TI	0.666	19.429	0.000

Source: author's own (2020)

Mediation Effect Test

Career satisfaction fully mediates the relationship between career management and turnover intention. The value of t-statistics has an indirect effect, which is 19.429, which is greater than the value of t-statistics, which has an indirect effect of

17.203 (see Table 8). Also, the mediation relationship's nature is positive, classified as vital, evidenced by the correlation coefficient (β) of 0.666. So it can be concluded that hypothesis 4, which states career satisfaction mediates the relationship between career management and turnover intention, is accepted. Employee development carried out by the company can create positive perceptions of employees towards the company, which in turn can increase career satisfaction and strengthen employee loyalty to contribute to the company (Lee & Bruvold, 2003).

CONCLUSION AND SUGGESTION

Conclusion

The results of the analysis and discussion are as follows. First, based on the results of hypothesis testing that has been carried out by career management, it affects turnover intention. It shows that the company's opportunities for employee career development can reduce employees' desire to leave the company. Second, career management affects career satisfaction. Increasing the company's employee career satisfaction rate can be realized through clear, excellent, and sustainable company programs or policies in employee career development; Third, career satisfaction affects turnover intention. Companies that want to reduce turnover intention must increase employee career satisfaction; Fourth, career satisfaction mediates the relationship between career management and turnover intention. Investments in employee development by companies can create positive employee perceptions of the company, which can increase career satisfaction and strengthen employee loyalty to contribute more to the company (Lee & Bruvold, 2003). Employees who are satisfied with their career will tend to stay in

the company and leave employees decreases.

Suggestion

There are several limitations to this study. First, the scope of research is relatively small, so it has limited generalizability. Further research is recommended to reach several other industries with similar business units and types of work. Second, the research model is relatively simple, namely three research variables that only discuss the phenomenon of turnover intention from the career management and career satisfaction side so that it is still not possible to see turnover intention from various sides. For the next research, it is suggested to add several other factors that can affect turnover intention, such as organizational commitment, organizational engagement, compensation, job stress, and work overload.

This study's results can illustrate that the application of indirect career management can reduce the level of turnover intention; employees must feel career satisfaction first so that the desire to leave employees decreases. Therefore, if a company wants to control and reduce its turnover intention, it is necessary to create a fair, transparent, and sustainable career management program to increase employee career satisfaction. When related to this study's context, the researcher found that the career management applied by a construction company was good. The implication is to increase employee career satisfaction and reduce turnover intention to this company. In the future, if the company starts to face indications of an increase in turnover intention, then the career management program that leads to career satisfaction can be improved immediately. Practices related to the management of the

career management program that leads to career satisfaction at one of the national construction companies can also be a reference, an inspiration for other companies in making policies related to a decrease in turnover intention.

REFERENCES

- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641–652. <https://doi.org/10.5267/j.msl.2019.9.015>
- Bagdadli, S., & Gianecchini, M. (2019). Organizational career management practices and objective career success: A systematic review and framework. *Human Resource Management Review*, 29(3), 353–370. <https://doi.org/10.1016/j.hrmr.2018.08.001>
- Barnett, B. R., & Bradley, L. (2007). The impact of organisational support for career development on career satisfaction. *Career Development International*, 12(7), 617–636. <https://doi.org/10.1108/13620430710834396>
- Benson, G. S., Finegold, D., & Mohrman, S. A. (2004). You paid for the skills, now keep them: Tuition reimbursement and voluntary turnover. *Academy of Management Journal*, 47(3), 315–331. <https://doi.org/10.2307/20159584>
- Boeren, E. (2018). The Methodological Underdog: A Review of Quantitative Research in the Key Adult Education Journals. *Adult Education Quarterly*, 68(1), 63–79. <https://doi.org/10.1177/0741713617739347>
- Chan, S. H. J., & Mai, X. (2015). The relation of career adaptability to satisfaction and turnover intentions.

- Journal of Vocational Behavior*, 89, 130–139.
<https://doi.org/10.1016/j.jvb.2015.05.005>
- Cristiani, A., & Peiró, J. M. (2019). Calculative and collaborative HRM practices, turnover and performance: Evidence from Uruguay. *International Journal of Manpower*, 40(4), 616–642.
<https://doi.org/10.1108/IJM-11-2016-0207>
- Daniel, E. (2016). The Usefulness of Qualitative and Quantitative Approaches and Methods in Researching Problem-Solving Ability in Science Education Curriculum. *Journal of Education and Practice*, 7(15), 91–100. <https://doi.org/2222-288X>
- De Vos, A., Dewettinck, K., & Buyens, D. (2009). The professional career on the right track: A study on the interaction between career self-management and organizational career management in explaining employee outcomes. *European Journal of Work and Organizational Psychology*, 18(1), 55–80.
<https://doi.org/10.1080/13594320801966257>
- Direnzo, M., & Greenhaus, J. (2011). Job search and voluntary turnover in a boundaryless world: A control theory perspective. *Academy of Management Review*, 36(3), 567–589.
<https://doi.org/10.5465/AMR.2011.61031812>
- Galunic, D. C., & Anderson, E. (2000). From Security to Mobility: Generalized Investments in Human Capital and Agent Commitment. *Organization Science*, 11(1), 1–20.
<https://doi.org/10.1287/orsc.11.1.1.12565>
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of Race on Organizational Experiences, Job Performance Evaluations, and Career Outcomes. *Academy of Management Journal*, 33(1), 64–86.
<https://doi.org/10.5465/256352>
- Guan, Y., Jiang, P., Wang, Z., Mo, Z., & Zhu, F. (2017). Self-Referent and Other-Referent Career Successes, Career Satisfaction, and Turnover Intention Among Chinese Employees: The Role of Achievement Motivation. *Journal of Career Development*, 44(5), 379–393.
<https://doi.org/10.1177/0894845316657181>
- Guan, Y., Wen, Y., Chen, S. X., Liu, H., Si, W., Liu, Y., ... Dong, Z. (2014). When do salary and job level predict career satisfaction and turnover intention among Chinese managers? The role of perceived organizational career management and career anchor. *European Journal of Work and Organizational Psychology*, 23(4), 596–607.
<https://doi.org/10.1080/1359432X.2013.763403>
- Guan, Y., Zhou, W., Ye, L., Jiang, P., & Zhou, Y. (2015). Perceived organizational career management and career adaptability as predictors of success and turnover intention among Chinese employees. *Journal of Vocational Behavior*, 88, 230–237.
<https://doi.org/10.1016/j.jvb.2015.04.002>
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121.
<https://doi.org/10.1108/EBR-10-2013-0128>
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20(2009), 277–319.
<https://doi.org/10.1108/S1474->

- 7979(2009)0000020014
- Johanson, G. A., & Brooks, G. P. (2010). Initial scale development: Sample size for pilot studies. *Educational and Psychological Measurement*, 70(3), 394–400.
<https://doi.org/10.1177/0013164409355692>
- Joo, B. K. (Brian), & Ready, K. J. (2012). Career satisfaction: The influences of proactive personality, performance goal orientation, organizational learning culture, and leader-member exchange quality. *Career Development International*, 17(3), 276–295.
<https://doi.org/10.1108/13620431211241090>
- Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: The mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *International Journal of Human Resource Management*, 24(15), 3002–3019.
<https://doi.org/10.1080/09585192.2013.763841>
- Jung, H. S., & Yoon, H. H. (2013). The effects of organizational service orientation on person-organization fit and turnover intent. *Service Industries Journal*, 33(1), 7–29.
<https://doi.org/10.1080/02642069.2011.596932>
- Kang, H. J. (Annette), Gatling, A., & Kim, J. (Sunny). (2015). The Impact of Supervisory Support on Organizational Commitment, Career Satisfaction, and Turnover Intention for Hospitality Frontline Employees. *Journal of Human Resources in Hospitality and Tourism*, 14(1), 68–89.
<https://doi.org/10.1080/15332845.2014.904176>
- Koster, F., de Grip, A., & Fouarge, D. (2011). Does perceived support in employee development affect personnel turnover? *International Journal of Human Resource Management*, 22(11), 2403–2418.
<https://doi.org/10.1080/09585192.2011.584404>
- Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: Investment in employee development. *International Journal of Human Resource Management*, 14(6), 981–1000.
<https://doi.org/10.1080/0958519032000106173>
- Lent, R. W., & Brown, S. D. (2006). Integrating person and situation perspectives on work satisfaction: A social-cognitive view. *Journal of Vocational Behavior*, 69(2), 236–247.
<https://doi.org/10.1016/j.jvb.2006.02.006>
- Lin, C. Y., & Huang, C. K. (2020). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*.
<https://doi.org/10.1108/IJM-08-2018-0281>
- Long, C. S., Ajagbe, M. A., & Kowang, T. O. (2014). Addressing the Issues on Employees' Turnover Intention in the Perspective of HRM Practices in SME. *Procedia - Social and Behavioral Sciences*, 129, 99–104.
<https://doi.org/10.1016/j.sbspro.2014.03.653>
- Memon, M. A., Ting, H., Ramayah, T., Chuah, F., & Cheah, J.-H. (2017). a Review of the Methodological Misconceptions and Guidelines Related To the Application of Structural Equation Modeling: a Malaysian Scenario. *Journal of Applied Structural Equation Modeling*, 1(June), i–xiii.
[https://doi.org/10.47263/jasem.1\(1\)01](https://doi.org/10.47263/jasem.1(1)01)
- Rahman, A., & Syahrizal, S. (2019). Effect of Compensation and Career Development on Turnover Intention:

- Job Satisfaction as a Mediation Variable, 64(2018), 471–477. <https://doi.org/10.2991/piceeba2-18.2019.25>
- Sa'adah, S., & Prasetyo, A. P. (2015). Pengaruh Stres Kerja Terhadap Turnover Intention Pada Karyawan Pt Internusa Jaya Sejahtera Merauke. *Jrmb*, 13(01), 59–67.
- Santra, S., & Giri, V. N. (2019). Role of Career Adaptability and Its Resources in Predicting Vocational Attitudes of Indian IT Professionals. *Management and Labour Studies*, 44(2), 168–192. <https://doi.org/10.1177/0258042x18822564>
- Seibert, S. E., & Kraimer, M. L. (2001). The Five-Factor Model of Personality and Career Success. *Journal of Vocational Behavior*, 58(1), 1–21. <https://doi.org/10.1006/jvbe.2000.1757>
- Sturges, J., Guest, D., Conway, N., & Davey, K. M. (2001). What Difference Does It Make? a Longitudinal Study of the Relationship Between Career Management and Organizational Commitment in the Early Years At Work. *Academy of Management Proceedings*, 2001(1), B1–B6. <https://doi.org/10.5465/apbpbp.2001.6132958>
- Susiawan, S., & Muhid, A. (2015). Kepemimpinan Transformasional, Kepuasan Kerja dan Komitmen Organisasi. *Persona: Jurnal Psikologi Indonesia*, 4(03), 304–313. <https://doi.org/10.30996/persona.v4i03.725>
- Thomas, W. H. N., Lillian, T. E., Kelly, L. S., & Daniel, C. F. (2005). Predictors of Objective and Subjective Career Success: a Meta-Analysis. *Personnel Psychology*, 58(2), 367.
- Wynen, J., & Op De Beeck, S. (2014). The impact of the financial and economic crisis on turnover intention in the U.S. federal government. *Public Personnel*