THE MEDIATING EFFECT OF CAREER ADAPTABILITY BETWEEN WORK SOCIAL SUPPORT, STRESS, SATISFACTION, AND TURNOVER INTENTION ON PRIVATE SECTOR EMPLOYEES

Annisa Syafira Efrial1,2, Aryana Satrya2)
1 Pascasarjana Ilmu Manajemen Sumber Daya Manusia, Fakultas Ekonomi dan Bisnis, Universitas Indonesia, Indonesia.
2 E-mail: 1annisa.syafira11@ui.ac.id
Korespondensi: Annisa Syafira Efrial

Abstract
This study aims to determine the effect of work social support on turnover intention mediated by career adaptability, the effect of work stress on turnover intention mediated by career adaptability, the effect of work social support on work satisfaction mediated by career adaptability, the effect of work stress on work satisfaction mediated by career adaptability, and the effect of career adaptability on turnover intention mediated by work satisfaction. This research uses quantitative research methods. Data collection is done through primary data and secondary data. In this study, primary data was collected through an online questionnaire using Google Form, which was filled in by respondents independently. The questions in the questionnaire are closed-ended and use different measurement scales for each variable. The data that has been collected is then analyzed using the SEM (Structural Equation Modeling) method. The results showed that work social support, work stress has a positive and significant effect on turnover intention mediated by career adaptability. Then, work social support, work stress has a positive and significant effect on work satisfaction mediated by career adaptability. While career adaptability has no influence on turnover intention mediated by work satisfaction.

Keywords: Work Social Support, Work Stress, Career Adaptability, Turnover Intention, Work Satisfaction
INTRODUCTION

The dynamics of the economy that continues to develop rapidly affect various circumstances including competence in human resources. The company as an organization that has an orientation towards achieving goals, wants success in overcoming various challenges that arise due to the influence of globalization and technological developments. The increasing competition in the economy makes companies and organizations aware that human resources are an important point to continue to develop in a better direction. To achieve the goal, according to (Gong et al., 2019), companies strive to recruit, train, and retain potential employees who are ready to work with good performance qualities.

Another challenge that arises for organizations is the resignation rate of employees, high turnover rates especially for employees who are considered as good talents can cause serious problems for companies and business organizations. Both the turnover rate of new employees has costs that reach 30% to 50% of salary, followed by costs of around 150% of salary for mid-level, up to 400% for high-level employees (Xie & Cooke, 2019). This survey shows results for several business owners or organizations located in the Southeast Asia region, namely Indonesia, Malaysia, Thailand, and the Philippines, namely challenges in the field of human resources, especially in terms of attracting talents and retaining employees who have high competence (Lakitan, 2019).

Organizational management for human resources cannot be separated from the support and good relations between employees, both vertical downward, vertical upward, and lateral relationships. Based on analysis from (Tews et al., 2020), support in the form of positive feedback, daily supervision, and job guidance can help employees reduce pressure due to challenges faced in the workplace. In organizational dynamics. Positive social support in a professional context can be seen from the conditions of setting mentoring activities, supervisor assessments, and guidance from senior colleagues related to orientation, learning systems, procedures, workflows, and rules to support performance progress (Akgunduz & Eryilmaz, 2018) (De Clercq et al., 2020). (Yu et al., 2019) who conducted a study on employees working in Chinese e-commerce showed that high levels of stress due to work affect the satisfaction obtained so as to increase the negative impression of employees towards their workplace. Therefore, this problem is also related to the significant influence of work stress and bad conditions at work interfere with the level of job satisfaction so that they have the desire to change jobs (Schreibauer et al., 2020).

There are challenges that continue to be faced by employees while working in the organization make them need a good adaptation to the work they have. There is an analysis that career adaptability consists of individual attention, self-control, a sense of learning, and self-confidence as personal resources to overcome various problems when developing their work (Autin et al., 2017). The level of adaptation of a person at work is important to look at in depth because it can affect satisfaction at work and also affect the desire of employees to stay at their jobs.

To help the adaptation process in work, a positive and supportive work environment is needed. Fellow colleagues and superiors who provide mutual assistance and carry out work systems focusing on the advancement of human resources show that the work environment supports employee welfare (Akgunduz & Eryilmaz, 2018) (De Clercq et al., 2020).

Based on the previous explanation, this study wanted to examine developing and testing a mediating model of career adaptability on the effect of social support in the workplace and stress on work on the decision to leave work and job satisfaction. In Indonesia, most studies on career adaptability are examined on those who have adaptation from the school (university) level to professional work, so that the sample used is high school students,
final year students and recent university graduates (Sulistiani et al., 2019) (Othman et al., 2018). Then there is also research related to career adaptability in a case study in a company in Indonesia (Daris et al., 2021).

There is still not much in-depth research related to career adaptability in private employees, working adults, especially in terms of mediation (Jannesari & Sullivan, 2019), so this study makes this study want to contribute to adding literature related to mediation in career adaptability based on career construction theory (CCT) by (Savickas, 2005) (Karatepe & Olugbade, 2017) which is associated with work social support and work stress as predictors with their effects on work satisfaction and turnover intention. The research model was tested on active employees from various industries in Indonesia who have worked at their workplace for at least one year and have at least two years of professional work experience. Later, this research can be used by future researchers to validate current findings and relate them to cross-cultural implications.

RESEARCH METHOD

The study required a minimum of 280 respondents to participate. This number is based on the SEM (Structural Equation Modeling) method that uses the rule of thumb, where the minimum number of samples is 5 times the number of items (research parameters). In this study, there are 40 parameters, so the minimum target sample is 200 respondents. The desired respondents are experienced employees who have worked a minimum of two years in the private sector. Data collection is done through primary data and secondary data. In this study, primary data were collected through an online questionnaire using Google Form, which respondents filled out independently. The questions in the questionnaire are closed and use different measurement scales for each variable. In choosing sampling methods and the use of secondary data, researchers need to consider the advantages and disadvantages of each method as well as research objectives to ensure the optimal number of samples.

RESULTS AND DISCUSSION

Pre-test Validity and Reliability Testing

Pretest Validity Testing

<table>
<thead>
<tr>
<th>Beiael</th>
<th>Indicator</th>
<th>SME</th>
<th>Bartlett’s Test</th>
<th>Component Matrix</th>
<th>MSA</th>
<th>Moaning kets</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSS-Supervisor Support</td>
<td>SS1</td>
<td>0,737</td>
<td>0,000</td>
<td>0,879</td>
<td>0,762</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>SS2</td>
<td></td>
<td></td>
<td>0,901</td>
<td>0,714</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>SS3</td>
<td></td>
<td></td>
<td>0,889</td>
<td>0,738</td>
<td>Valid</td>
</tr>
<tr>
<td>WSS-Coworker Support</td>
<td>SS4</td>
<td>0,732</td>
<td>0,000</td>
<td>0,911</td>
<td>0,694</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>SS5</td>
<td></td>
<td></td>
<td>0,874</td>
<td>0,778</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>SS6</td>
<td></td>
<td></td>
<td>0,892</td>
<td>0,733</td>
<td>Valid</td>
</tr>
<tr>
<td>Work Stress</td>
<td>WST1</td>
<td>0,800</td>
<td>0,000</td>
<td>0,572</td>
<td>0,785</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST2</td>
<td></td>
<td></td>
<td>0,747</td>
<td>0,807</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST3</td>
<td></td>
<td></td>
<td>0,716</td>
<td>0,748</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST4</td>
<td></td>
<td></td>
<td>0,535</td>
<td>0,765</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST5</td>
<td></td>
<td></td>
<td>0,746</td>
<td>0,733</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST6</td>
<td></td>
<td></td>
<td>0,835</td>
<td>0,775</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST7</td>
<td></td>
<td></td>
<td>0,742</td>
<td>0,912</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST8</td>
<td></td>
<td></td>
<td>0,700</td>
<td>0,795</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST9</td>
<td></td>
<td></td>
<td>0,879</td>
<td>0,867</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>WST10</td>
<td></td>
<td></td>
<td>0,700</td>
<td>0,694</td>
<td>Valid</td>
</tr>
</tbody>
</table>
From the results of pretest validity seen in table 1, the conclusion that can be drawn is that all indicators studied meet the assessment requirements so that they are considered to have good validity. Of the 35 first responder data collected, 40 items used in the study were considered valid so that further observations could be made to conduct reliability testing. Reliability testing is different from the previous validity, a more complete explanation of reliability testing is explained in the next section.

**Pretest Reliability Testing**

**Table 2 Pretest Reliability Results**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Item Measurement</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Social Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Supervisor Support</td>
<td>SS1 - 3</td>
<td>0.866</td>
</tr>
<tr>
<td>2. Coworker Support</td>
<td>SS4 - 6</td>
<td>0.863</td>
</tr>
<tr>
<td>Work Stress</td>
<td>WST1 - 13</td>
<td>0.892</td>
</tr>
<tr>
<td>Career Adaptability</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Processed by Researchers (2023)
Reliability testing using SPSS software version 26 using 35 initial respondent data. The test results can be seen in tabel 4.2 below. From table 4.2, the conclusion drawn is that the entire variable used has a Cronbach's Alpha value above 0.70 so it is considered to have good reliability.

### Analysis related to Hypothesis Test Results

There are five hypotheses used in the current research test that aim to prove two types of mediating roles. The first mediating role tested in this study was career adaptability mediation on the effect of work social support and work stress on work satisfaction and turnover intention. Furthermore, the second mediation to be tested in this study is work satisfaction mediation on the effect of career adaptability on turnover intentions. The results of the hypothesis test on the data used can be seen in summary in table 4.23 below:

<table>
<thead>
<tr>
<th>Research Hypothesis</th>
<th>Statement</th>
<th>Conclusion Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis 1 (H1)</td>
<td>The effect of work social support on turnover intention mediated by career adaptability</td>
<td>The data support the hypothesis</td>
</tr>
<tr>
<td>Hypothesis 2 (H2)</td>
<td>The effect of work stress on turnover intention mediated by career adaptability</td>
<td>The data support the hypothesis</td>
</tr>
<tr>
<td>Hypothesis 3 (H3)</td>
<td>The effect of work social support on work satisfaction mediated by career adaptability</td>
<td>The data support the hypothesis</td>
</tr>
<tr>
<td>Hypothesis 4 (H4)</td>
<td>The effect of work stress on work satisfaction mediated by career adaptability</td>
<td>The data support the hypothesis</td>
</tr>
<tr>
<td>Hypothesis (H5)</td>
<td>The effect of career adaptability on turnover intention mediated by work satisfaction</td>
<td>The data do not support the hypothesis</td>
</tr>
</tbody>
</table>

The purpose of the current research is to conduct empirical testing of the hypotheses proposed. The hypotheses that have been analyzed show how two mediating roles are used in research. There are two mediations used in the current study. The first direction of mediation is the mediation of career adaptability on the effect of work social support and work stress on work satisfaction and turnover intention shown in hypotheses 1 to 4. Hypotheses 1 to 4 show the result that the data used support the hypothesis so that the proposed mediating role proves significant. On the other hand, the second mediation shown in hypothesis 5, namely work satisfaction mediation on the effect of career adaptability on turnover intentions, showed different results.

In hypothesis 5, the direct influence between the independent variable and the mediation variable is not significant, based on the provisions (Zhao et al., 2010). indicates the
absence of indirect influence of mediation. Each hypothesis consisting of hypothesis 1 to hypothesis 5 will be described in detail conclusions that can be drawn and supported by previous literature to strengthen the analysis. The overall discussion will be concluded through the discussion section and supported by the formation of a new research model as a result of hypothesis testing that shows differences with previously proposed hypotheses. The description related to the hypothesis test can be seen as follows:

**H1: The effect of work social support on turnover intention mediated by career adaptability**

In the results of testing the previous structural model in figure 4.3, it is known the effect of the work social support variable on career adaptability (t-value = 3.02), then also proves a significant influence on the career adaptability variable on turnover intention (t-value = -3.40). This result is the basis for the indirect influence (mediation) of career adaptability on the effect of work social support on turnover intention. For the direct effect of the work social support variable on turnover intention also showed significant results (t-value = 3.77). The conclusion that can be drawn is that the form of mediation of career adaptability on the effect of work social support on turnover intention is partial mediation. Thus, hypothesis 1 proposed in this study in the form of the effect of work social support on turnover intention mediated by career adaptability is accepted.

Based on previous empirical literature, there are studies that support the results shown by the current research. Based on CCT theory of career construction, the existence of four dimensions (concern, control, curiosity, and confidence) that exist in career adaptability can help an individual to overcome various challenges experienced daily in his work (Maggiori et al., 2013). Having good adaptability in a career according to (Rossier et al., 2012) is one of the skills that is very important in the world of professional work because of the current demands that require individuals with good adaptability to various situations in organizations. The existence of good social support from superiors and colleagues is very helpful for individuals in the world of work (Karatepe & Olugbade, 2017). Good social support from superiors and colleagues who are positive in preparing themselves to shape and achieve their future career goals (concern). The presence of support in the workplace helps individual workers in establishing decision making for their progress (control). The existence of support (work, social support) also increases curiosity and curiosity for individuals, especially to improve self-quality related to career speed, make their own decisions (curiosity), and help in overcoming obstacles that hinder their careers (confidence).

The existence of career adaptability mediation on the effect of work social support on turnover intention is in accordance with research from (Maggiori et al., 2013) which shows career adaptability mediation in the professional context of work conditions (work social support) and individual circumstances, also in accordance with previous research from (Karatepe & Olugbade, 2017) which proves mediation Career adaptability to the effect of work social support on turnover intention. For the development of career adaptability capabilities, organizations according to (Savickas, 2005) can develop them through various activities such as training, mentoring activities, providing active information, and building confidence. According to (Karatepe & Olugbade, 2017), individuals who work as employees when able to achieve goals in their careers, are increasingly able to make decisions based on experience, are able to determine responsibility for actions and make decisions, and have a curiosity about career paths for their career results such as satisfaction and reduced desire to leave work (turnover intention).
H2: The effect of work stress on turnover intention mediated by career adaptability

Based on the results of testing the previous hypothesis, empirically it can be proven that the effect of work stress on career adaptability is proven significant (t-value: -4.12), as well as the effect of career adaptability on turnover intention is also proven (t-value: -3.40). This can be the basis for the existence of an indirect causality relationship in the form of mediating career adaptability on the effect of work stress on turnover intention. Furthermore, the direct effect of work stress on turnover intention was also shown to be significant (t-value: -3.66). The conclusion that can be drawn is that mediation in career adaptability is partial mediation, work stress can affect turnover intention both directly and through career adaptability mediation. For this reason, hypothesis 2 proposed in this study is acceptable.

The results on hypothesis testing are in line with related results from previous empirical literature. (Savickas, 2013) writes that career adaptability can reduce negative behaviors experienced by employees, one of which is not wanting to stay at their jobs. Based on career construction theory, individuals who have a high level of career adaptability tend to be someone with a good future orientation so that they are not too easy to give up or feel frustrated when faced with problems in the world of work. The existence of problems in place is one of the problems that often makes employees uncomfortable to stay in the workplace, resulting in unfavorable conditions (Harold et al., 2016). Then, employees who have high career adaptability also show low negative responses when experiencing problems with colleagues and the organization, more easily find ways to solve existing problems and also have stronger self-control in doing work.

The existence of good self-control is the foundation for a person to be successful in educational life and the world of professional work (Hagger et al., 2010). A good level of career adaptability also increases the level of self-efficacy which helps individuals to improve performance and discourage the desire to leave their organization (Yu et al., 2019). In line with the view of (Zacher, 2014), a good level of ability in career adaptability can help individuals in increasing psychological resources so as to help in reducing negative impacts such as stress at work, this can also help in reducing the intensity in the desire to find other job alternatives (Griffeth et al., 2000) (Sommer & Haug, 2011).

Some previous literature also supports findings in testing the current hypothesis, which links how levels of work stress and ability in career adaptability can reduce negative circumstances in employment such as turnover intention (Ferreira et al., 2013); (Guan et al., 2015); (Omar & Noordin, 2013); (Yu et al., 2019). The existence of a good level of career adaptability can help employees to overcome challenges in the workplace that help them in suppressing stressful conditions that affect the desire to leave the organization, this makes attention needed in how to improve the ability of employees to have a good level of adaptability in their work (Fida et al., 2015). Employees who want to have turnover not only because they are not in accordance with their work conditions but also because the conditions make them have their own stress at work and begin to interfere with performance, those with the ability to solve problems independently will be greatly helped to survive in their jobs (Yu et al., 2019).

H3: The effect of work social support on work satisfaction mediated by career adaptability

Hypothesis testing in the current study shows that the effect of work social support on career adaptability has proven significant (t-value: 2.48), as well as the effect of career adaptability on work satisfaction (t-value: 2.03). These results support the indirect influence of career adaptability mediation on the effect of work social support on work satisfaction. In
line with this, the direct effect of work social support on work satisfaction was also found to be significant (t-value = 2.48). The conclusion that can be drawn is that the effect of career adaptability mediation is a partial mediation on the effect of work social support on turnover intention. Based on these results, hypothesis 3 proposed in this study is acceptable.

These results have been in accordance with the foundation of empirical literature used previously. Based on the explanation from (Wickramasinghe & Jayaweera, 2010), the presence of positive support in the workplace both from supervisors and colleagues obtained by individuals helps in developing careers and providing assistance in psychological conditions at work. Likewise, if individuals are placed in work environment conditions that tend not to support employee development, they will be vulnerable to feeling dissatisfaction in their work (Han & Rojewski, 2015). That is why according to (Li et al., 2021), the support received by employees is very necessary in various lines at work because it is very helpful for career development and achieving satisfaction at work. Individuals who are in a condition of having career adaptability tend to have resources in self-control (Savickas, 2013), the existence of this level of career adaptability helps individuals to improve the ability to present themselves positively in the work environment so as to keep them away from negative circumstances such as dissatisfaction. Previous researchers have also found that there is mediation of career adaptability in the causality relationship between social support and job satisfaction (Han & Rojewski, 2015); (Li et al., 2021).

The existence of career adaptability in the relationship between situational circumstances (work social support) and work results (work satisfaction) can be explained from the perspective of career construction theory (career construction theory). According to career construction theory, four dimensions of career adaptability (concern, control, curiosity, and confidence) can have a positive impact in the form of improving individual abilities in facing various challenges in the work environment (Maggiori et al., 2013), when this is coupled with strong and adequate support that helps employees in career goals and self-made decisions. The existence of positive social support helps employees face challenges in career development and helps overcome dissatisfaction in work (Karatepe & Olugbade, 2017).

**H4: The effect of work stress on work satisfaction mediated by career adaptability**

Based on the results of previous hypothesis testing, the effect of work stress on career adaptability was shown to be significant (t-value: -4.12), as well as the effect of career adaptability on work satisfaction (t-value: 2.03). These results support the indirect effect of mediating career adaptability on the effect of work stress on work satisfaction. Correspondingly, the direct effect of work stress on work satisfaction was also found to be significant (t-value = -2.63). The conclusion that can be drawn is that the mediating effect of career adaptability is a partial mediation on the effect of work stress on turnover intention. On these results, hypothesis 4 proposed in this study is acceptable.

For individuals who work in their organizations, work stress is a psychosocial condition that can have an impact on job satisfaction. Stressful conditions that can be caused by various circumstances such as inadequate resources in overcoming problems at work as well as conditions when the environment in the organization is less supportive so that it can cause individuals to experience dissatisfaction or also known as job dissatisfaction (Lo et al., 2018). Work stress in previous studies has been shown to significantly affect career adaptability (Lo et al., 2018); (Yu et al., 2019). The existence of conditions when individuals experience stress due to work (work stress) can be a bad condition if not followed by good assistance from the organization (Yu et al., 2019).
H5: The effect of career adaptability on turnover intention mediated by work satisfaction

Hypothesis testing showed that the effect of career adaptability on work satisfaction proved significant (t-value: 2.03), as well as a significant effect between career adaptability and turnover intention (t-value: -3.40). However, the effect of the mediated variable work satisfaction on turnover intention proved to be insignificant (t-value = 1.34) so that based on (Zhao et al., 2010) no indirect effect of mediation work satisfaction was found on the effect of career adaptability on turnover intention. These results do not support the indirect influence of mediated work satisfaction on the effect of career adaptability on work satisfaction so that hypothesis 5 proposed in this study can be rejected.

Previous research has found that employees who have adaptability in careers have a low desire to make turnover intentions (Dong et al., 2020). In the ability to career adaptability, there are four constructs, namely how a person's ability to develop his career (concern), responsibility in individual career development (control), adequate information search for career quality improvement (curiosity), and confidence to achieve success in career (confidence). These four constructs will shape how perceptions and levels of practice lead to success (Dong et al., 2020). Individuals have the confidence to obtain appropriate career development in their organization, in accordance with the foundation of qualifications they have, this feeling can later help employees in increasing motivation in staying in the organization.

Previous research has also proven a significant effect of career adaptability on work satisfaction. Based on the explanation of (Coetzee &; Stoltz, 2015), career adaptability can show how individuals can channel their competencies and resources to overcome various challenges so as to maintain job satisfaction. Organizations can provide services and channels to improve individual career adaptability so as to make employees more motivated to stay within the organization instead of choosing turnover. The state of the organizational environment that is less conducive can also affect individual job satisfaction so that career adaptability that helps in developing a career can help in career success so as to help a good psychological state such as job satisfaction (Maynard &; Parfyonova, 2013).
CONCLUSION

Based on the results of the study, it can be concluded that most of the hypotheses proposed are proven, except for one hypothesis. The results of this study suggest that career adaptability plays an important role in explaining the relationship between occupational social support and job stress with job satisfaction and job switching intent. However, there is no mediation of job satisfaction on the effect of career adaptability and intention to change jobs. Further, the study identified several significant mediating relationships. First, occupational social support has a positive influence on career adaptability, which then decreases the intention to change jobs. This suggests that the social support received from superiors and co-workers can increase employees' career adaptability, making them more likely to be reluctant to leave the organization.

Second, job stress has a negative influence on career adaptability, which in turn affects job switching intentions. High levels of work stress can hinder an employee's career development and trigger a desire to seek opportunities in other workplaces. In addition, the study also found that occupational social support has a positive influence on job satisfaction through career adaptability. Social support received in the workplace can improve employees' career adaptability, which then contributes to increased job satisfaction. On the other stress has a negative influence on job satisfaction through career adaptability. High levels of job stress can interfere with an employee's career adaptability, which in turn can lower perceived levels of job satisfaction. However, there was no significant effect of job satisfaction on the intention to change jobs. In the context of this study, career adaptability has an influence on job satisfaction, but does not directly affect employees' willingness to change jobs.

REFERENCES


Ethics, 130, 131–144.
Lakitan, B. (2019). Research and technology development in Southeast Asian economies are drifting away from agriculture and farmers’ needs. Journal of Science and Technology Policy Management, 10(1), 251–272.
relationships to personality and work engagement. Journal of Vocational Behavior, 80(3), 734–743.