

The Relationship between Career Adaptability and Turnover Intention: The Moderating Effect of Job Characteristics

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ABSTRACT

The capacity of an organization to retain employees has a direct impact on its performance and operations. Consequently, an organization's desire to reduce employee turnover intention has always been a major consideration. Results from earlier research revealed inconsistent result on the connection between career adaptability and turnover intention. Therefore, this research examined the relationship between career adaptability and turnover intention of Taiwanese full-time workers. This study also aimed to investigate whether job characteristics including skill variety, task identity, and task significance can moderate the impact of career adaptability on turnover intention. As result, convenience sampling approach was employed to reach the participants and an online self-reported survey was devised to collect the data. A total of 242 valid responses of Taiwanese full-time workers were collected and analyzed, and the analytical results revealed no significant correlation between the career adaptability and turnover intention. In addition, this study found no moderating effect of job characteristics including skill variety, task identity and task significance for the relationship between career adaptability and turnover intention.

Keywords: career adaptability, turnover intention, skill variety, task identity, task significance



TABLE OF CONTENTS

ABSTRACT.....	I
TABLE OF CONTENTS.....	III
LIST OF TABLES.....	V
LIST OF FIGURES.....	VII
CHAPTER I INTRODUCTION.....	1
Background of the Study.....	1
Statement of the Problem.....	3
Purposes of the Study.....	4
Questions of the Study.....	4
Significance of the Study.....	4
Definition of Key Terms.....	5
Delimitations.....	7
CHAPTER II LITERATURE REVIEW.....	9
Career Adaptability.....	9
Turnover Intention.....	12
Career Adaptability and Turnover Intention.....	14
The Moderating Effect of Job Characteristics.....	16
CHAPTER III METHODOLOGY.....	19
Research Framework.....	19
Research Hypotheses.....	20
Research Procedure.....	20
Research Sample and Data Collection.....	22
Measurement.....	23
Pilot Study.....	29
Data Analysis.....	30
CHAPTER IV RESULTS AND DISCUSSIONS.....	33
Descriptive Statistics.....	33
Results of Pearson Correlation Analysis.....	34
Results of Hierarchical Regression Analysis.....	36

Discussions	40
CHAPTER V CONCLUSION AND RECOMMENDATIONS	43
Conclusions	43
Practical Implication of the Study	43
Limitation	46
Recommendation.....	47
REFERENCES	49
APPENDIX A: QUESTIONNAIRE (CHINESE VERSION).....	57



LIST OF TABLES

Table 3.1 Career Adaptability Measurement	24
Table 3.2 Job Characteristics Measurement	25
Table 3.3 Turnover Intention Measurement	27
Table 3.4 Reliabilities for Each Variable of Pilot Study (N = 40).....	29
Table 3.5 Summary of Model Fit Indices	30
Table 4.1 Participants Demographic Statistics (N = 242).....	33
Table 4.2 Means, Standard Deviations, Reliabilities Coefficients, and Correlations among the variables (N = 242)	35
Table 4.3 Result of Hierarchical Regression Analysis of Career Adaptability to Turnover Intention (N = 242)	36
Table 4.4 Result of Hierarchical Regression Analysis on the Moderating Effect of Skill Variety (N = 242).....	37
Table 4.5 Result of Hierarchical Regression Analysis on the Moderating Effect of Task Identity (N = 242).....	38
Table 4.6 Result of Hierarchical Regression Analysis on the Moderating Effect of Task Significance (N = 242).....	39
Table 4.7 Hypotheses Testing Results Summary	40



LIST OF FIGURES

Figure 3.1 Research Framework.....	19
Figure 3.2 Research Procedure.....	22



CHAPTER I INTRODUCTION

This chapter includes the background of the study, statement of problem, purpose of the study, question of the study, significance of the study, definition of key terms, and delimitation of the study.

Background of the Study

During the past century, turnover intention has garnered a significant amount of attention. To sustain stable operations, it is beneficial and desirable for an organization to have employees with low turnover intention. Due to the COVID-19 pandemic, our world is undergoing rapid upheaval since 2019, which increases organizational uncertainty regarding the future economy and operations. Confronted with such uncertainties and the fact that human capital reinvestment is time-consuming and expensive, the significance of measuring employee's turnover becomes even more apparent. Numerous studies have been conducted to determine what increases and decreases turnover intention. Past research found a large number of factors such as job satisfaction, working environment, perception of organizational support and work-life balance directly influence employees' intention to leave (Applebaum et al., 2010; Hashish, 2017; Huang et al., 2017; Tett & Meyer, 1993). Since everyone has a varied sense of what is valuable, different factors have different effects on people's turnover intention. Therefore, there is still more to study regarding what affects turnover intention.

Among all the factors that influence employees' turnover intention, career adaptability has recently attracted a great deal of interest. Early study defined career adaptability as "readiness to cope with changing work and working conditions" (Super & Knasel, 1981, p. 83). Adaptation to social life certainly involves all of a person's roles. As people plan their life or career, people must learn to adapt to both upcoming and unknown changes (Savickas et al., 2009; Savickas & Porfeli, 2012). Throughout our entire life, we as human beings are perpetually developing our ability to adapt. As mentioned above, career adaptability has recently drawn a lot of attention and has been studied alongside other factors. For example, Yu et al. (2017) found out that career adaptability is positively correlated with job performance, career satisfaction and annual income. Those with a strong degree of career adaptability have a higher possibility of reaching individual success. According to research by Fiori et al. (2015), career adaptability aids employees in reducing their work-related stress and subsequently increasing their job satisfaction by bolstering positive affect and reducing

the influence of negative affect. Furthermore, Johnston (2018) discovered that along with the rapid growth of the economy, level of technology, and society, the ability to react and deal with rapid change is desirable. As mentioned before, our world has experienced dramatic change through the past few years due to the COVID-19 pandemic. The entire growth process was accelerated even further. According to Yu et al. (2021), employees are dealing with greater concern relating to physical, psychological, and financial uncertainty during the COVID-19 pandemic. All of the aforementioned factors have increased the importance of persons with strong career adaptability.

Meggison (1963) once quoted Darwin's *Origin of Species* (1859) in his book that "It is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the one that is able best to adapt and adjust to the changing environment in which it finds itself" (p. 4). Past research has inconsistent findings regarding the relationship between career adaptability and turnover intention. Some research showed that employees who are highly career adaptable are less likely to leave their jobs because they can adjust to changing job responsibilities, environments, and tasks with ease (Chan & Mai, 2015; Chan et al., 2016; Yu et al., 2017), whereas other research found strong degree of career adaptability boosts individuals' willingness to leave their positions, because these individuals frequently look for better opportunities. (Ito & Brotheridge, 2005; Karatepe & Olugbade, 2017). As a result, research into the connection between career adaptability and turnover intention is advantageous for both the organization and the career growth of the individual. As aforementioned research indicated that the correlation between career adaptability and turnover intention can be either positive or negative, more research effort is required to identify important factors that can determine the relationship between the two variables. This study thus posits job characteristic may be one factor of this kind.

The job characteristic model, first brought out by Hackman and Oldham (1976), was comprised of five core job dimensions, including skill variety, task identity, task significance, autonomy and feedback. The five core job dimensions were viewed as reinforcement for three psychological states. According to the job characteristic theory, an individual will experience self-generated motivation when the three psychological states are fulfilled (Hackman & Oldham, 1976). As result, the self-generated motivation is anticipated to influence outcome variables including high satisfaction, performance, motivation, and low turnover intention. Therefore, job characteristic model has been extensively studied alongside turnover intention as both predictor and moderator. Several research has found that either job

characteristic negatively affects employees' turnover intention, or it strengthens the negative relationship between turnover intention as well as other factors such as job satisfaction and organizational commitment (Agarwal & Gupta, 2018; Kim & Kim, 2017; Mahoney et al., 2020; Samad, 2006). As mentioned earlier that more research effort is needed to identify important factors that can moderate the relationship between career adaptability and turnover intention, this study aims to examine whether job characteristics indeed play as an important moderator for the relationship between career adaptability and turnover intention.

Statement of Problem

In the literature, numerous research that examined the relationship between career adaptability and turnover intention reveal inconsistent findings (Chan & Mai, 2015; Chan et al., 2016; Ito & Brotheridge, 2005; Karatepe & Olugbade, 2017; Yu et al., 2017). In some studies, career adaptability was found to be negatively correlated with turnover intention, as individuals with strong degree of career adaptability can easily adapt to shifting job responsibilities, environments, and tasks, thereby reducing their stress and odds of burnout. (Chan & Mai, 2015; Chan et al., 2016; Yu et al., 2017). Other research, however, found career adaptability positively affects turnover intention, as individuals who have higher degree of career adaptability are more willing to seek out better opportunities and view their current jobs as steppingstones to higher positions (Ito & Brotheridge, 2005; Karatepe & Olugbade, 2017). According to Savickas and Porfeli (2012), opportunities to gain psychological resources and relational abilities, both of which are crucial to the development of career adaptability, are not equally available in all countries. In addition, Stead et al. (2022) reported that career adaptability scores of U.S. sample were considerably higher than scores from other nations and noted that the nationality of participants is an important moderator. From an academic point of view, there is a need for additional research to identify the linkage between career adaptability and turnover intention, along with the factors that could moderate this relationship. The purpose of this study is to fill in this research gap.

On the other hand, organizations have often been highly concerned with their employees' turnover intention. According to 104 Corporation (2022), Taiwan's new employees' turnover rate has been increasing since 2020. In addition, the recruitment procedure for both entry-level and managerial roles take significantly longer. Several researchers pointed out that the processes of recruitment, termination, advertising, and selection are highly expensive; therefore, employee turnover represents a waste of money and

training resources (Abbasi et al., 2018; Belete, 2018; Cho & Lewis, 2012). Furthermore, employee turnover has a detrimental effect on a company's productivity and performance since the remaining employees must assume greater responsibilities and there is a considerable performance gap between departing and new employees (Chan et al., 2010; Stamolampros et al., 2019). Therefore, by investigating how career adaptability affects turnover intention and the moderating effect of job characteristics, this study can give a clearer explanation of the relationship between the two and Taiwanese organizations can also know better about how to use job design to improve employees' adaptability, hence managing their turnover intention.

Purpose of the Study

This study was conducted for two purposes. The first purpose is to determine the relationship between career adaptability and turnover intention. The second purpose is to examine whether the three job characteristics including skill variety, task identity, task significance moderate the relationship between career adaptability and turnover intention.

Question of the Study

The purpose of this study is to provide answers to the following questions:

1. Is career adaptability related to turnover intention?
2. Does skill variety strengthen or weaken the relationship between career adaptability and turnover intention?
3. Does task identity strengthen or weaken the relationship between career adaptability and turnover intention?
4. Does task significance strengthen or weaken the relationship between career adaptability and turnover intention?

Significance of the Study

Prior research mainly aimed on testing the relationship between career adaptability and turnover intention, but most of the studies reveal either positive or negative relationship between the two. In addition, little is known about what causes the positive or negative association between career adaptability and turnover intention. Therefore, examining the relationships among career adaptability, turnover intention, and job characteristic model can

fill in this research gap and identify what role career adaptability plays under different job characteristics and how different job characteristics moderate the relationship between career adaptability and turnover intention.

From practical perspective, this research's findings may also allow employees to have a better management with their career development if they have a deeper understanding of their own career adaptability under different types of jobs and tasks. On the other hand, this research's findings may also provide important implications for organizations to devise plans for recruitment and selection and even training and development to reduce employee turnover intention. Findings of job characteristics' moderating effect can also offer important implications for employers about how to manage employee's turnover intention through different job design. Therefore, the findings of this study can be beneficial for both employees and employers.

Definition of Key Terms

Career Adaptability

The earliest concept of career adaptability, career maturity, was first brought out by Super (1955). It was defined as the key component of adolescent career development. According to Super and Knasel (1981), the term career maturity was replaced with career adaptability, which was determined to be the most significant developmental stage of a career. Savickas (1997) defined career adaptability as “readiness to cope with the predictable tasks of preparing for and participating in the work role and with the unpredictable adjustments prompted by changes in work and working conditions.” (p. 254). It simply refers how well an individual adjusts to changes in their surroundings, duties, or other aspects of their career. This study will adopt Savickas (1997) definition of career adaptability.

Turnover Intention

The turnover intention of employees serves as a predictor of their actual turnover behavior, and it is often seen as the last step in the decision-making process preceding an employee's actual leave (Cohen et al., 2016). Turnover intention has been often described as “the last in a sequence of withdrawal cognitions, a set to which thinking of quitting and intent to search for alternative employment also belong” (Tett & Meyer, 1993, p. 262). Following the turnover intention scale of this study (TIS-6) developed by Bothma and Roodt (2013).

This study followed to define turnover intention as “... the conscious and deliberate willfulness to leave the organization” (Tett & Meyer, 1993, p. 262).

Job Characteristics

Job characteristic model, namely job characteristic theory, is a set of five core dimensions, including skill variety, task identity, task Significance, autonomy, and feedback. The five core dimensions are further separated into three psychological states, which is experienced meaningfulness of the work, experienced responsibility for outcome of the work, and knowledge of the actual results of the work activities.

This research only examined the experienced meaningfulness of the work, the following definitions provided by Hackman and Oldham (1976) was used in this research.

1. Skill variety was defined as “The degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the person”.
2. Task identity was defined as “The degree to which the job requires completion of a ‘whole’ and identifiable piece of work; that is, doing a job from beginning to end with a visible outcome”.
3. Task significance was defined as “The degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment”.

Delimitations

Due to the manner in which this study is conducted, it has several delimitations, including the following:

Firstly, as previously mentioned, everyone has a different sense of what is valuable, and there are many variables that could affect people's turnover intention. Therefore, this study is delimited to only study the impact of career adaptability and job characteristic model toward turnover intention. Secondly, due to the use of convenient sampling and the snowball sampling method, the scope of this study is delimited to Taiwanese full-time employees. Thirdly, as this study collects data through an online survey. This study is also delimited to only using quantitative method and close-ended questions to collect the data.





CHAPTER II LITERATURE REVIEW

This chapter's objective is to review previous research on career adaptability, turnover intention, and the job characteristic model. The chapter begins with an explanation of each variable's concept, followed by a review of relevant empirical studies. The current study's hypotheses are presented as a conclusion to the review of prior literature regarding the relationship between each variable.

Career Adaptability

Career adaptability has been continuously examined and refined over time. Initially, Super (1955, 1980) proposed career development as the achievement of a goal when individual performs different life roles; he also proposed career maturity as the major determinant in adolescent career growth. However, as more research was conducted to examine career maturity, it was subsequently discovered to be less beneficial in explaining adult career development (Savickas, 1997, Super & Knasel, 1981). Therefore, Savickas (1997) proposed career adaptability as a substitution of career development theory and career maturity brought out by Super (1980). Career adaptability was defined by Savickas (1997) as “readiness to cope with the predictable tasks of preparing for and participating in the work role and with the unpredictable adjustments prompted by changes in work and working conditions.” (p. 254). Differs from the concept of individual adaptability proposed by Ployhart and Bliese (2006), which refers to an individual's ability, skill, behavior to adapt to different task and environment, career adaptability mainly focuses on the ability to adapt to future or unexpected changes. Consequently, career adaptability has also been described as a psychological concept that relates to a person's ability to deal with ongoing and future changes in their professional responsibilities (Maggiore et al., 2015; Savickas, 1997; Savickas & Porfeli, 2012). Essentially, career adaptability enables individuals to adjust to changes of their job, improve how individual deal with possible challenges, and aids individuals in developing career throughout their life span (Savickas, 2005).

Considering career adaptability as the combination of the terms career and adaptability, both concepts have been extensively examined and given distinct definitions in past studies. Numerous research has been conducted on adaptability and its numerous forms, such as adaptation, adaptivity, and adapting (Johnston, 2016; Pike et al., 2010; Savickas &

Porfeli, 2012). The following definitions were given in Savickas (2005) career construction theory: “(1) Adaptation refers to the outcome or consequence of adapting (2) Adapting refers to the active performance of actual change on behavior (3) Adaptivity refers to the personal characteristic and willingness to change” (Savickas & Porfeli, 2012, p. 662). In addition, Pike et al. (2010) described adaptation as the differential responses, coping strategies, and shaping of short-term pattern, whereas adaptability was defined as the capability that changes by different environment and evolves gradually over time. Regarding the term career, Super (1980, 1990) proposed the concept of career development theory and defined career as “... the combination and sequence of roles played by a person during the course of a lifetime” (p. 282). Whereas other research on career theories defined it as a set of developmental objectives and their achievement (Santos, 2017; Savickas et al., 2009).

As the concept of career adaptability has been consistently reviewed and adjusted through time, how to assess career adaptability has also been consistently refined. For example, before career adaptability, a similar concept called career maturity, is assessed by individuals’ understanding of their career development duties and how well individuals adapt to their current career development phase (Rottinghaus et al, 2005). Later, when career adaptability substituted career maturity, it is assessed by how individuals perceive their capacity to adapt to upcoming change in job duties and unexpected setback or to manage variety of obstacles in workplace (Rottinghaus et al, 2005; Savickas, 1997, 2002, 2005, 2013).

In Savickas (2005) career construction theory, the process of human development was distinguished into different phases, whereas career adaptability served as the central concept in the theory. In addition, each phase of adaptation represents the integration of individuals’ career adaptability, vocational personality, meaning of life and the environment (Savickas, 2005, 2013; Yu et al., 2019). According to Savickas (2005) career construction theory, career adaptability can be classified into four dimensions which are concern, control, curiosity, confidence. Concern is the desire to make logical judgments about one's future and to develop strategies for achieving one's career objectives. Without concern for one's future career development, one forfeits the potential to take action and make the optimal decision for long-term goals. Control permits individuals to mold themselves and their environment in response to impending issues by practicing self-discipline, working diligently. If a person loses control over his or her career development, he or she may have a loss of self-confidence and a high level of anticipatory anxiety. Curiosity demonstrates the willingness to investigate

new job routes and helps individuals to consider themselves in various settings and responsibilities. Confidence was bolstered by the individual's career explorations or experiences. Additionally, it refers to the ability to overcome obstacles and have an optimistic outlook in the face of adversity. A lack of confidence may lead to poor job performance and an inability to motivate oneself, both of which are damaging to a person's potential to grow in his or her chosen field.

According to Savickas and Porfeli (2012):

When vocational tasks, occupational transitions, or work traumas occur, the adaptable individual is conceptualized as (a) becoming *concerned* about the vocational future, (b) taking *control* of trying to prepare for one's vocational future, (c) displaying *curiosity* by exploring possible selves and future scenarios, and (d) strengthening the *confidence* to pursue one's aspirations. (p. 663)

On each of these categories, which are further broken into more specific attitudes, beliefs, abilities, and coping mechanisms, a person's ability for career transition or development can be examined (Rottinghaus et al., 2012).

According to prior research, recruiters may use career adaptability as a tool for recruiting, and employers may provide training to individuals to improve their adaptability regarding career development, as individuals with better career adaptability have a higher likelihood of exhibiting excellent job performance (Johnston, 2016; Lee et al., 2021). Baruch and Bozionelos (2011) noted that individuals who are actively dealing with their own professional development are frequently required to assess their current situation and future options in order to decide whether to enhance their professions or pursue alternative career paths. Furthermore, multiple research (Johnston, 2018; Maggiori et al., 2015; Rossier, 2005; Savickas, 2005) have pointed out that career adaptability is a desired skill for navigating unexpected and changing responsibilities and demands during adult career development. Fiori et al. (2015) discovered that by simultaneously enhancing positive emotion and diminishing negative emotion, employees with stronger career adaptability generally have greater job satisfaction and less stress.

In light of the aforementioned review of the literature, studies have demonstrated that career adaptability is one of the most essential skills for career development and a significant factor in determining job satisfaction and career success. The relationship between career

adaptability and other factors, such as work stress and job performance, is also strong. Therefore, individuals with greater level of career adaptability are better at dealing with job loss, industry or job task changes, and new job demands. These individuals tend to have a growth mindset, viewing career challenges as opportunities for learning and development, thereby supporting individuals' career success.

Turnover Intention

As the likelihood of employee turnover has become a growing concern for organizations, researchers have long paid particular attention to it. According to past research, turnover intention is described as “the last in a sequence of withdrawal cognitions, a set to which thinking of quitting and intent to search for alternative employment also belong” (Tett & Meyer, 1993, p. 262). Turnover intention can be seen as the penultimate phase of a person's decision-making process before quitting their employment (Bester, 2012; Bothma & Roodt, 2013). The enormous costs of employee termination, training, and replacement, as well as the wide performance difference between departed employees and new recruits, make employee turnover a big problem for businesses (Stamolampros et al., 2019). Additionally, high turnover rate often creates a detrimental effect on the motivation of the existing personnel, increases the quantity of work that must be completed, and makes it more difficult to plan labor (Belete, 2018).

Past research has suggested that the turnover intention and actual turnover are two distinct and conflicting concepts (Cho & Lewis, 2011; Cohen et al., 2016). Actual turnover studies would require long-term studies involving surveys and long-term follow-ups to demonstrate a connection between workers' attitudes about their employment and their actual decisions (Cho & Lewis, 2011; Dalton et al., 1999). Inasmuch as examinations indicating employees' turnover intention are simpler to implement, researchers tend to place a greater focus on turnover intention as a predictor of actual turnover.

The concept of employee turnover can be subdivided further into voluntary and involuntary turnover to provide a fuller view of the issue. The word "involuntary turnover" refers to the process of an employer firing an employee, whereas "voluntary turnover" refers to an employee leaving their position on their own will (Dess & Shaw, 2001). Since the term intention relates to a person's behavior or desire, the majority of research on turnover

intention focuses on voluntary turnover (Ngo, 2017). Tett and Meyer (1993) provided the following definition of turnover intention: "... the conscious and deliberate willfulness to leave the organisation" (p. 262).

Turnover intention has also been widely studied in various industries, such as hospitality industry, healthcare industry, manufacturing industry and financial industry (Benjamin, 2012; Lee et al., 2012; Takase, 2010; Uto, 1997). According to Hom (2017), the earliest empirical research of turnover intention was brought out by Bill (1925) whose study was about how social status influence employees' turnover intention. According to Bill (1925), turnover intention is high when individuals' job position represent a demotion in their social status, and vice versa. March and Simon (1958) developed the first formal turnover model, which elucidated the interactions between variables such as job satisfaction, organizational size, individual personality traits, and movement desirability, as well as how these interactions influence employees' intention to leave their current position. As a result, the majority research in late 70s regarding turnover intention mostly adopted March and Simon (1958) turnover intention model, viewing job satisfaction and perceived job opportunities as foundation of new developed model. Mobley (1977) modeled the employee turnover process into the linkage between intermediate phases such as evaluating of existing job, experiencing different emotional state, proactively searching alternative, comparing alternative with present job, and the final actual behavior.

Numerous empirical studies have found that a variety of factors directly influence employees' intentions to leave their workplace, and that these factors can be dichotomized into internal and external factors. For internal factors, Lewin and Sager (2010) discovered that employees' turnover intention is significantly influenced by their personality and stress resistance, salespeople who are self-confident and good at coping with stress tend to have low turnover intention. Takawira et al. (2014) found that employees with greater work engagement are less inclined to leave the organization, whereas job embeddedness was discovered to be an even stronger negative predictor of turnover intention. Mynatt et al. (1997) discovered that in a complicated interaction relationship, gender, ethnicity, and personality exert distinct influences on employees' turnover intention. For external factors, work exhaustion, organizational commitment, work-family conflict, and job autonomy were found to strongly influence employees' turnover intention (Ahuja et al., 2007). According to Applebaum et al. (2010), a number of environmental elements, including odor, noise, light,

and color, influence work stress and job satisfaction, which in turn influence the turnover intention of nursing profession. On the other hand, under similar level of organizational commitment, an entry-level employee is more likely to leave his or her organization compared with a managerial employee (DeConinck & Bachmann, 1994). With the same degree of job satisfaction, Lu et al. (2016) pointed out that, in comparison to line-level employees, supervisors have a lesser turnover intention. Mynatt et al. (1997) discovered that the influence of gender, ethnicity, and personality on employee work satisfaction and turnover intention vary by their job position.

In conclusion, turnover intention is an integral component of the employee retention and turnover process. It serves as a predictor of the likelihood that an employee will actually leave their current job and is typically viewed as the final step in the decision-making process preceding an employee's actual departure (Bothma & Roodt, 2013). By understanding employees' intention to leave, organizations can take proactive measures to address the underlying causes of their dissatisfaction or anything else that strengthens their intention to leave. In addition, identifying the factors that contribute to the intention to leave can assist organizations in developing and implementing effective retention strategies, thereby reducing the cost and impact of employee turnover. According to a review of the relevant literature, there are a number of factors that may influence the intention to leave an organization, including the working environment, personality, job stress, organizational commitment, etc. Therefore, the study of intention to leave is a crucial area of research that can provide valuable insights into employee retention and career decisions.

Career Adaptability and Turnover Intention

As previously stated, a number of research have been undertaken to identify the factors that enhance and decrease turnover intention. Career adaptability is one of the factors that affect an employee's decision to quit or remain. There are inconsistent findings emerged from previous research examining the association between intention to leave and career adaptability. Ito and Brotheridge (2005) and Karatepe and Olugbade (2017) found career adaptability and turnover intention positively correlated, and the logic behind such finding is that mobility and the readiness to take advantage of chances were found to be enhanced by strong degree of career adaptability, so that individuals with a greater level of career adaptability are more inclined to pursue new work alternatives. Similarly, Dong et al. (2020)

discovered that individuals with strong career and task adaptability are more likely to feel overqualified and unsatisfied with their positions, therefore, these individuals tend to seek more demanding or desirable employment alternative. Furthermore, it has been discovered that individuals with greater career adaptability perform better in their positions, it is possible that these individuals will be poached by competitors offering a higher salary or better promotion opportunities, which could increase their turnover intention.

However, intriguingly, other prior studies have shed light on the relationship between career adaptability and turnover intention, indicating contrasting result. For instance, Chan et al. (2016) and Chan and Mai (2015) revealed a negative correlation. After securing a desirable position, individuals are anticipated to be less likely to voluntarily transfer careers (Chan et al., 2016). Furthermore, researchers also discovered that people who have greater career adaptability generally report higher levels of job satisfaction and higher annual income, as career adaptability served as an essential ability for individuals to regulate their career development, and hence supporting individuals' career success (Savickas, 1997; Savickas & Porfeli, 2012, Yu et al., 2017). Employees with a strong career adaptability are content with how confident and secure they feel in their current position; as a result, their urge to pursue alternative employment opportunities is diminished.

To determine how career adaptability influences turnover intention, researchers usually examine career adaptability along with other variables to determine its impact. Fiori and Rossier (2015) noted that career adaptability has a direct impact on the degree of stress, which created a knock-on effect on the turnover intention. According to Lee et al. (2021), when social support at work is lacking, those with a high degree of career adaptability are more likely to seek new job opportunities than those with a low degree of career adaptability. In contrast, individuals with high degrees of career adaptability are less willing to abandon their employment when social support at work is robust. Consequently, regardless of the extent to which career adaptability influences turnover intention, the following hypothesis is created based on previous research examining the link between career adaptability and turnover intention.

H1: Career Adaptability is correlated with Turnover Intention.

The Moderating Effect of Job Characteristics

Through the past century, researchers found various factors that influence employees' turnover intention. The job characteristic model has been widely studied along with turnover intention, since how individuals value their jobs was identified as a factor that effect turnover intention. According to McKnight et al. (2009), the perceptions of one's job position directly influence their job satisfaction, which consequently influence their turnover intention.

Hackman and Oldham (1976) brought out the job characteristic model, explaining the systematized relationship between job characteristics and individuals' working behavior. According to the job characteristic model, the five core job dimensions respectively fulfill three psychological states, which later generate both individual and working outcome (Hackman & Oldham, 1976). The five core job dimensions include skill variety, task identity, task significance, autonomy, and feedback. The following definitions of the five core job dimensions were given in Hackman and Oldham (1976): (1) Skill variety refers to the extent to which a job calls for a wide range of tasks to be performed, requiring the employee to draw on a wide range of abilities; (2) Task identity refers to the extent of how much of the task must be finished in its entirety, such that the results can be clearly identified as belonging to the job; (3) Task significance refers to the extent of how much can the job influence the personal and professional life of others, both within and beyond the company; (4) Autonomy refers to the extent to which an employee may choose their own work hours and decide how tasks should be completed; (5) Feedback refers to the extent to which, while doing job duties, the employee receives immediate, actionable feedback on how well they are doing their job.

These five core dimensions are further divided into three psychological states, which is experienced meaningfulness of the work, experienced responsibility for outcome of the work, and knowledge of the actual results of the work activities. According to Hackman and Oldham (1976), experienced meaningfulness of the work refers to the extent of how individuals feel their job meaningful, significant, and achievable. Experienced responsibility of outcome of the work refers to the extent of how individuals feel solely liable for their jobs. Knowledge of the actual results of the work activities refers to the extent of how individual consistently understands and is aware of how well they are doing their jobs. Lastly, according to Hackman and Oldham (1976), the personal outcomes and work outcomes which were generated after the fulfillment of previous two stages include high work motivation, high

performance, high work satisfaction, low absenteeism, and low turnover. In summary, the core idea of the job characteristics theory is that the fulfillment of particular job characteristics improves the likelihood that individuals can feel their job meaningful, can feel their job achievable, and can have reliable understanding of how they performed (Oldham & Hackman, 2010).

Certain research pointed out that not all individuals receive those personal outcomes and work outcomes after fulfilling the five core job characteristics and three psychological states, especially for those who have challenging jobs with heavy responsibilities (Hulin & Blood, 1968; Turner & Lawrence, 1965). Oldham and Hackman (2010) therefore included two individual factors into their job characteristic model, which are “growth need strength (i.e., the degree to which an individual values opportunity for personal growth and development at work) and job-relevant knowledge and skill” (p. 464). Consequently, an individual's career development is closely tied to job characteristics and the outcomes brought on by its fulfillment. In the long run, higher job satisfaction, work motivation, better-quality work outputs, and lower turnover intention should result from employees who possess the required skills and knowledge for the job and who embrace opportunities for career development (Agarwal & Gupta, 2018; Katsikea et al., 2011; Kim & Kim, 2017; Mahoney et al., 2020; Oldham & Hackman, 2010; Samad, 2006).

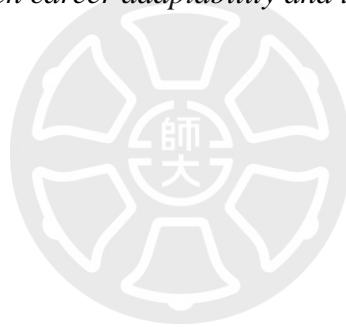
In addition, a number of studies have also pointed out that an individual's perception of the meaningfulness of their work has a direct effect on their turnover intention (Akgunduz et al., 2020; Arnoux-Nicolas et al. 2016; Steger et al., 2012; Uruthirapathy & Grant, 2016), hence, this study will be only assessing the degree of the first three job characteristics including skill variety, task identity and task significance.

Previous studies have also looked into the moderating impact of the first three job characteristics which are skill variety, task identity, and task significance. According to Zhang et al. (2021), job autonomy was found to be adversely correlated with turnover intention and skill variety was found to be a moderating factor in this relationship, making the negative correlation stronger the higher the skill variety. While Kim et al. (2019) found that poor task identification moderates the relationship between job stress and turnover intention. Certain research found that the relationship between emotional exhaustion and turnover intention was weaker when both task significance and skill variety are strong (Sun et al., 2017; Yildirim & Yurdakul, 2019). Lastly, according to Sohn et al. (2017) and Fang et al.

(2020), when skill variety was limited, there was a greater correlation between job insecurity and turnover intention.

In conclusion, before job characteristics lead to of positive outcomes including higher job engagement, job satisfaction, job motivation, and lower turnover intention, the two key prerequisites are growth need strength and job-relevant knowledge and skill, which also respectively matches the core value of career adaptability as presented by Savickas (2005) in his career construction theory. Furthermore, as aforementioned, various research had discovered that job characteristics including skill variety, task identity and task significance had a moderating effect on the relationship between turnover intention and other variables. Therefore, it is reasonable to hypothesize job characteristics might have an interaction effect with career adaptability on turnover intention. Based on the results from previous literature and the above discussion, the following hypothesis is developed:

H2: Job characteristics (a) Skill variety (b)Task identity (c)Task significance moderate the relationship between career adaptability and turnover intention.



CHAPTER III METHODOLOGY

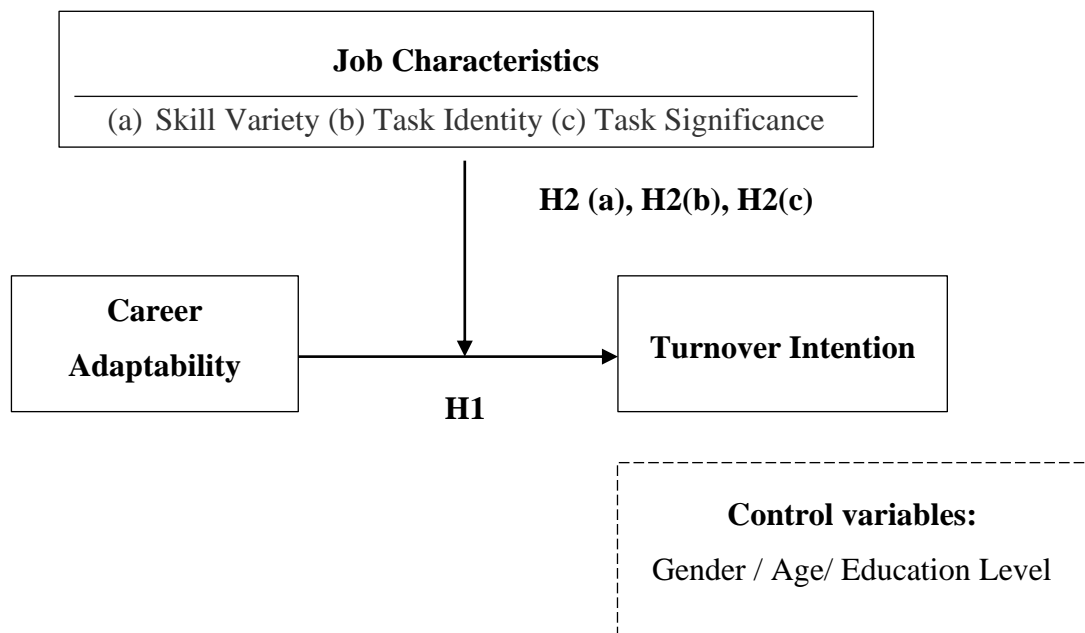
This chapter covers the research methods utilized in this study to evaluate the hypotheses and accomplish the research objectives. In addition, this chapter also outlines the general procedure pertaining to the study framework, proposed hypotheses, sample selection, data collection of pilot test and main study, the measurement instrument, and the data analysis.

Research Framework

This research was conducted based on the past literature and developed to accomplish the research objective. The research model presented in Figure 3.1. shows how job characteristics including skill variety, task identity and task significance moderate the relationship between career adaptability and turnover intention.

The purpose of this research is to determine the connection between career adaptability and turnover intention. In addition, the moderating effect on the relationship between independent and dependent variables was measured by job characteristics. Lastly, control variables including gender, age, educational level were tested in the study. The Figure 3.1 below demonstrates the aforementioned model:

Figure 3.1
Research Framework



Research Hypotheses

Based on the relevant literature review mentioned in the earlier chapter and the research questions, the following hypotheses were developed. The following hypothesis examined the relationship between career adaptability and turnover intention. Furthermore, the moderating effect of job characteristics including skill variety, task identity and task significance on the relationship between career adaptability and turnover intention was also examined.

Hypothesis 1

Career Adaptability is correlated with Turnover Intention.

Hypothesis 2

Job characteristics (a) Skill variety (b) Task identity (c) Task significance moderate the relationship between career adaptability and turnover intention.

Research Procedure

This section describes the procedure that this research undertakes. The research process of this research is broken down into multiple parts, as depicted in Figures 3.2 at the bottom of this section.

Statement of the Problem

Taking the researcher's interests in how individuals value the meaningfulness of their work and career decision trade-off into account, a literature review was conducted on the selected parameters. After discussing the key concepts with the advisor, the topic of the study was established as determining the relationship between career adaptability and turnover intention, as well as the moderating effect of job characteristics.

Literature Review

To ensure that no prior research has been conducted on the current subject and to get a complete understanding of the research problem, past research conducted in relevant fields was evaluated. Consequently, during this phase, the context and definition of research variables were thoroughly understood.

Development of the Questionnaires

The questionnaire was used to gather data as part of a quantitative approach and survey-based technique for this research. Three adequately developed and validated scales were selected to measure the research variables from a pool of prior research. The survey instrument contained measurements for three separate variables: career adaptability, job characteristics, and turnover intention. As all the original questionnaire questions were written in English, they were first translated into Chinese by the researcher and checked by thesis advisor who is bilingual to ensure questions' accuracy.

Data Collection

Pilot Test. According to Van Teijlingen and Hundley (2002), pilot test was commonly used as a kind of pre-test or trial test of the major study. The results of a pilot study may forewarn the researcher about potential problems with the main study, such as insufficient or too complicated methods or a lack of adherence to established procedures (Eldridge et al., 2016; Van Teijlingen & Hundley, 2002). The reliability of the questionnaires was tested by examining the Cronbach's alpha value.

Main Study. The questionnaire was sent to Taiwanese full-time workers by using convenient sampling method and snowball sampling method. By sending the online survey link to their network connections, participants assisted in the collection of more responses.

Data Analysis

The statistical software SPSS version 23 was used to analyze data after the collection; several methods were used in this study including descriptive statistics analysis, Pearson correlation analysis, and hierarchical regression analysis.

Result Interpretation

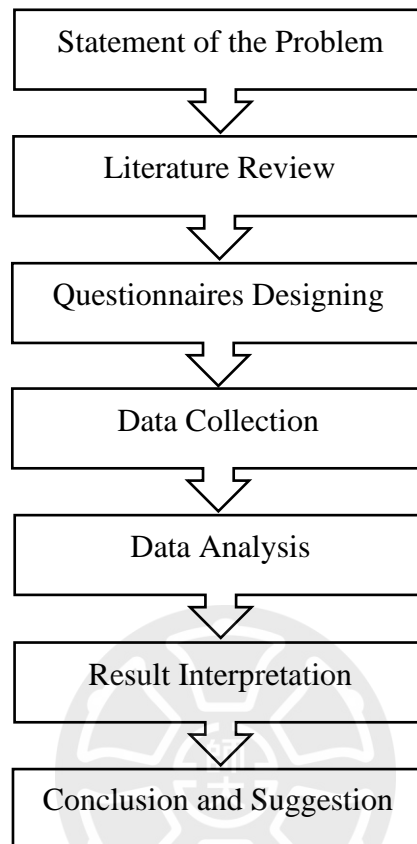
The results of the data analysis were used to examine and interpret the study's implications, while the literature review was utilized to support the general discussion of the findings.

Conclusion and Suggestion

The primary objective and findings of the study were outlined. For further study, suggestions, limitations, and recommendations were suggested.

Figure 3.2

Research Procedure



Research Sample and Data Collection

Participants in this research were Taiwanese full-time employees who had been in their position for at least six months. Such criterion was required since the researcher will be evaluating job characteristics and turnover intention on an individual level, necessitating that the participant must be familiar with how they feel about their position's job characteristics and career decision.

This study was conducted by using a quantitative approach. To study participants' career adaptability, turnover intention, and job characteristic, data were gathered via an online survey created by using Survey Cake. Three scales that respectively measured the aforementioned variables were included in the survey, as well as demographic data questions. A brief introduction and instruction were given at the beginning of the survey to offer participants with a basic comprehension of the study objective and criterion. As stated previously, this study's samples were consisting of Taiwanese full-time employees who had

been in their positions for at least six months. As a result, Chinese was selected as the survey's language, and as all questionnaire questions were initially developed in English, they were first translated into Chinese by the researcher and then will be checked by the thesis advisor who is bilingual to ensure questions' accuracy. In order to only include the targeted participants, participants were required to answer two screening questions before to answer the survey. Last but not least, the survey was conducted with an anonymous response to guarantee confidentiality and the agreement not to share the information with anyone.

Participants in this study were accessed using the convenience sampling method and snowball sampling method. The link of online survey was subsequently shared on social media including Facebook, Instagram, and Line. Subsequently, through the use of snowball sampling, participants were helped in obtaining more responses by forwarding the link to other network connections. The researcher utilized the SurveyCake's IP address identification function to prevent repeated participation answers. Some question items in the questionnaire were reverse scored in order to verify the veracity of the responses. A total of 242 valid responses were received during the one-month data collection period from January 2023 to February 2023.



Measurement

This study uses question items adapted from earlier research, and the questionnaire designed for this study consists of four primary sections. The first section consists of 12 questions testing the career adaptability of participants. The second component consists of eleven questions measuring the job characteristics of the participants. Five of the questions measure skill variety, three measure task identity, and three measure task significance. The third section consists of six questions that assess the turnover intent of participants. The final section includes demographic information questions regarding the gender, age, and educational level of the participants. As all question items were originally created in English, they were translated into Chinese by the author and was verified by another scholar who is bilingual to ensure their accuracy.

Career Adaptability

Maggiori et al. (2015) developed a brief 12-item version of Savickas and Porfeli (2012) Career Adapt-Abilities Scale (CAAS), namely the Career Adapt-Abilities Scale-Short

Form (CAAS-SF). The CAAS-SF was used to examine the four dimensions of career adaptability, including concern, control, curiosity, and confidence with a total of twelve items. Each of the four dimensions is evaluated using three items. On a 5-point Likert scale, the twelve items were evaluated (1 = *not a strength*, 5 = *greatest strength*). This scale's Cronbach's alpha value is .90.

Table 3.1

Items of Career Adaptability Measurement

Code	Questionnaire Component	Cronbach's Alpha	Author
		.90	
CA1	Thinking about what my future will be like		Maggiore et al. (2015)
CA2	Preparing for the future		
CA3	Becoming aware of the educational and vocational choices that I must make		
CA4	Making decisions by myself		
CA5	Taking responsibility for my actions		
CA6	Counting on myself		
CA7	Looking for opportunities to grow		
CA8	Investigating options before making a choice		
CA9	Observing different ways of doing things		
CA10	Taking care to do things well		
CA11	Learning new skills		
CA12	Working up to my ability		

Note. Adapted from “Career Adapt-Abilities Scale–Short Form (CAAS-SF)” by C. Maggiore, J. Rossier, & M. L. Savickas, 2015, *Journal of Career Assessment*, 25(2), pp. 312–325. Copyright 2022 by SAGE Publications.

Job Characteristics

The Job Diagnostic Survey (JDS) developed by Hackman and Oldham (1976) was used to measure the three dimensions of job characteristics including skill variety, task identity and task significance in this study. The scale contains a total of 11 items, five of which measure skill variety, three of which measure task identity, and three of which measure task significance. On a 7-point Likert scale, the eleven items were evaluated (1 = *strongly disagree*, 7 = *strongly agree*). The reliability coefficient value for all job characteristics is .74.

Table 3.2

Items of Job Characteristics Measurement

Code	Questionnaire Component	Reliability Coefficient	Author
		.74	
SV1	I have a chance to do a number of different tasks, using a wide variety of different skills and talents.		Hackman and Oldham (1976)
SV2	I get to use a number of complex skills on this job.		
SV3	The job is quite simple and repetitive. (R)		
SV4	My job involves doing a number of different tasks.		
SV5	The demands of my jobs are highly routine and predictable. (R)		
TID1	What I do affects the well-being of other people in very important ways.		
TID2	What I do is of little consequence to anyone else. (R)		
TID3	Many people are affected by the job I do.		

(continued)

Table 3.2*Items of Job Characteristics Measurement (continued)*

Code	Questionnaire Component	Reliability Coefficient	Author
		.74	
TS1	I do a complete task from start to finish. The results of my efforts are clearly visible and identifiable.		Hackman and Oldham (1976)
TS2	I make insignificant contributions to the final products or services. (R)		
TS3	My job provides me with the chance to finish completely any work I start.		

Note. Adapted from “Motivation through the design of work: Test of a theory” by J. R. Hackman, & G. R. Oldham, 1976, *Organizational Behavior & Human Performance*, 16(2), pp. 250–279. Copyright 2022 by Elsevier Inc. All.



Turnover Intention

In this study, the six-item Turnover Intention Scale (TIS-6) developed by Bothma and Roodt (2013) was used to measure employee turnover intention. Participants answered each question using a 5-point Likert scale. Example items include the following: “How often have you considered leaving your job?” (1 = *Never*, 5 = *Always*) and “How satisfying is your job in fulfilling your personal needs?” (1 = *Very satisfying*, 5 = *Totally dissatisfying*). The Cronbach's alpha value for this scale is .80.

Table 3.3

Items of Turnover Intention Measurement

Code	Questionnaire Component	Cronbach's Alpha	Author
		.80	
TI1	How often have you considered leaving your job?		Bothma and Roodt (2013)
TI2	How satisfying is your job in fulfilling your personal needs?		
TI3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?		
TI4	How often do you dream about getting another job that will better suit your personal needs?		
TI5	How likely are you to accept another job at the same compensation level should it be offered to you?		
TI6	How often do you look forward to another day at work?		

Note. Adapted from “The validation of the turnover intention scale” by C. Bothma, & G. Roodt, G. 2013, *Human Resource Management*, 11(1), pp. 1–12. Copyright 2022 by SA Journal of Human Resource Management.

Control Variable

Statistical control is commonly applied in research to produce more precise results regarding the relationship between variables. Therefore, in the present study, control variables including gender, age, and level of education were used to examine any potential association between career adaptability, job characteristics, and turnover intention.

Gender

In prior studies, gender was found to have a potential effect on turnover intention (Cho & Lewis, 2011; Moynihan & Landuyt, 2008). In addition, Han and Rojewski (2014) reported that women had a relatively greater degree of career adaptability and discovered that career adaptability has a greater impact on male employees' satisfaction regarding their work, which could further influence male workers' turnover intention. Gender was coded as 1 = *male* and 2 = *female* for this research.

Age

According to Zacher, (2014), age can positively predict changes of individuals' career adaptability. Such finding strongly matched with the Savickas (2005) career construction theory and the motivation theory of life span development, which posits that an individual's adaptability declines as they age. Pitts and Fernandez (2011) found that age was significantly related to individuals' turnover intention. As a person's age increases, the likelihood that they will leave their current organization initially climbs and then declines. In this research, age was divided into four categories: 1 = 20–29, 2 = 30–39, 3 = 40–49, and 4 = *over 50*.

Education level

According to Zacher, (2014), educational level was found to be positively correlated with career adaptability. In accordance with Becker's (2009) human capital theory, education was viewed as a kind of human capital that assists individuals in acquiring the necessary skills or resources for the future and in adapting to a variety of tasks and changes. In this research, educational level was divided in to four categories: 1 = *Junior High School Degree*, 2 = *Senior High School Degree*, 3 = *Bachelor Degree*, 4 = *Master Degree and above*.

Pilot Study

According to Van Teijlingen and Hundley (2002), pilot tests are widely utilized as a type of pre-test or trial test for the main research. Pilot test further assists researcher to measure reliability and validity of research instruments. The developed questionnaire contains demographic questions of gender, age, and educational level as well as assessments of three research-relevant variables: career adaptability (12 items), job characteristics including skill variety, task identity, and task significance (11 items), and turnover intention (12 items) (6 items). Since the original questionnaire was created in English, it was translated into Chinese to avoid misunderstandings. Later, examined by the thesis advisor to assure its accuracy. The link to the questionnaires was sent to forty Taiwanese full-time employees from January 1st to January 7th, 2023. To measure internal consistency, the Cronbach's alpha was examined and showed as the Table 3.4. below. The Cronbach's alpha of Career Adaptability was .92, Job Characteristics was .82 and Turnover Intention was .79. All scores indicated that the scale was highly reliable; consequently, no adjustments were necessary at this phase.

Table 3.4

Reliabilities for Each Variable of This Study (N = 40)

Variable	Total Item Number	Cronbach's Alpha
Career Adaptability	12	.92
Skill Variety	5	.67
Task Identity	3	.70
Task Significance	3	.72
Turnover Intention	6	.79

Data Analysis

Following data collection, the IBM SPSS Statistics 23 program was utilized to evaluate the numerical data. The following statistical approaches such as descriptive analysis, Pearson's correlation analysis, and hierarchical regression analysis were utilized to examine the hypotheses:

Reliability Test and Validity Test

Before testing any of the hypotheses, confirmatory factor analysis (CFA) was utilized to validate the construct validity of the items using Mplus 7.0. The purpose of CFA is to determine if the data is reliable and whether the anticipated statistical model is compatible with the data. Indices including Chi-square (χ^2), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), The Standardized Root Mean Residual (SRMR) and The Root Mean Square Error of Approximation (RMSEA) were used to examine the fit between measurement models in this research. Due to low factor loadings (less than .5) in this CFA testing, the following five items (CA10, SV3, SV5, TS2, and TI6) were removed. CFI, TLI, RMSEA, and SRMR goodness-of-fit indices were all within the acceptable range after removing the observed variables, indicating a generally satisfactory model fit. Table 3.5 shows the results and the criterion of fit indices.

Table 3.5

Summary of Model Fit Indices

Index	Acceptable Level	Satisfactory Level	CFA Test Results
χ^2/df	< 5	2-5	1.94
CFI	> 0.90	> 0.95	0.92
TLI	> 0.90	> 0.95	0.91
RMSEA	< 0.08	< 0.05	0.06
SRMR	< 0.08	< 0.05	0.07

Note. Adopted from “Structural equation modelling: Guidelines for determining model fit” by Hooper, D., Coughlan, J., & Mullen, M. R. 2008, *Electronic Journal of Business Research Methods*, 6(1), pp. 53-60. Copyright 2022 by Academic Conferences International Limited.

Descriptive Statistics Analysis

Descriptive statistics analysis was used to summarize participants' basic information. Furthermore, the central tendency including mean, median, and mode, also the variance of demographic data including as gender, age, and level of education were assessed in this research.

Pearson Correlation Analysis

Pearson Correlation Analysis is commonly used to figure out how strong and in what direction a linear relationship between two variables is. The value can be range from -1 to 1, and the direction of the link is shown by the correlation coefficient. Accordingly, positive value indicates a positive link between two variables whereas the negative value of the correlation coefficient indicates a negative association between the two variables. In this research, a correlation analysis was conducted to measure the relationship between career adaptability with turnover intention.

Hierarchical Regression Analysis

In this research, the researcher conducted a hierarchical regression analysis to evaluate if there are significant correlations between career adaptability and turnover intention, controlled by demographic factors. The moderating effects of job characteristics including skill variety, task identity, and task significance on the relationships between career adaptability and turnover intention was examined using this method of analysis.



CHAPTER IV RESULTS AND DISCUSSION

The results of the statical analysis were provided in this chapter. After collecting questionnaire information from Taiwanese full-time employees, all statistical data were analyzed using SPSS version 23. Beginning with descriptive statistics describing the basic information about the study's participants. Followed by a Pearson correlation analysis to determine the strength and direction of the linear relationship between career adaptability, job characteristics, and turnover intention. In addition, the moderating effect of job characteristics was evaluated by using hierarchical regression analysis. On the basis of the analytical outcome, a conclusion and discussion were offered.

Descriptive Statistics

The participant's demographic information is displayed in the Table 4.1 below. The questionnaire includes three questions regarding demographics, including gender, age, educational level. The total number of valid samples for this study is 242 participants. With 156 female responses (64%) and 86 male responses (36%), the majority of participants in this study are female. The majority of participants are aged 20 to 29 (40%) followed by those aged 30 to 39 (21%), 40 to 49 (20%), and above 50 (19%). In terms of education level, 151 participants (62%) possessed bachelor's degrees, whereas 72 participants (30%) possessed master's degrees and 19 participants (8%) possessed merely high school diplomas.

Table 4.1

Participants Demographic Statistics (N = 242)

Variable	Category	Frequency	Percentage (%)
Gender	Female	156	64.4
	Male	86	35.6
Age (years)	20–29	97	40.0
	30–39	51	21.0
	40–49	49	20.2
	Above 50	45	18.5
Education	High school diploma	19	7.8
	Bachelor's degree	151	62.3
	Master's degree	72	29.7

Results of Pearson Correlation Analysis

Using a Pearson correlation analysis, the validity of the study's scales is determined. The below Table 4.2 provides the mean, standard deviation, and correlations between gender, age, education.

In this study, the internal reliability coefficient, Cronbach's alpha, for career adaptability is .919, whereas the coefficient for job characteristics including skill variety, task identity and task significance is .769 and the coefficient for turnover intention is .793. All results were more than .70, indicating that the internal consistency of the measurement is satisfactory.

According to the table, career adaptability is positively correlated with all the three job characteristics including skill variety ($r = .358, p < .01$), task identity ($r = .279, p < .01$), and task significance ($r = .310, p < .01$). On the other hand, career adaptability is negatively correlated with turnover intention ($r = -.144, p < .05$). The results suggests that individuals with strong career adaptability have job with good fulfillment of job characteristic and also tend to have low turnover intention. In addition, those three job characteristics are also respectively negatively correlated with turnover intention, skill variety ($r = -.182, p < .01$), task identity ($r = -.190, p < .01$), and task significance ($r = -.309, p < .01$). This result suggests that when job characteristics are met, employees' intentions to leave are likewise diminished. This is consistent with the Job Characteristic Model proposed by Hackman and Oldham (1976).

Table 4.2*Means, Standard Deviations, Reliabilities Coefficients, and Correlations among the variables*

	Mean	SD	1	2	3	4	5	6	7	8
1. Gender	1.640	.460								
2. Age	2.170	1.150								
3. Education	3.229	.574								
4. Career Adaptability	3.438	.777	-.145*	-.135*	-.142*	(.919)				
5. Skill Variety	4.891	.957	-.100	.063	-.205**	.358**	(.648)			
6. Task Identity	5.341	1.212	-.095	.059	.182**	.279**	.335**	(.736)		
7. Task Significance	5.252	1.103	-.070	.197**	.166**	.310**	.375**	.476**	(.890)	
8. Turnover Intention	2.923	.675	.093	-.333**	-.065	-.144*	-.182**	-.190**	-.309**	(.793)

Note. $N = 242$. Numbers in parentheses represent Cronbach's alpha value. * $p < .05$. ** $p < .01$.

Code. Gender: 1 = Male, 2 = Female, Age: 1 = 20-29, 2 = 30-39, 3 = 40-49, and 4 = over 50, Education: 1 = Junior High School Degree, 2 = Senior High School Degree, 3 = Bachelor Degree, 4 = Master Degree and above.

Result of Hierarchical Regression Analysis

This section discusses the result of regression analysis in order to verify the three hypotheses of this study. The hierarchical regression is applied to determine if the relationship exists among independent variables, moderating variable, and dependent variables.

Hypothesis 1 proposed that career adaptability is related to turnover intention. The summaries of the hierarchical regression analysis for Hypothesis 1 are shown in Table 4.3. Two steps were conducted in hierarchical regression analysis. The control variables included gender, age, and education level.

The first model included gender, age, and education level as control variables. The second model included career adaptability. According to the result, there is no significant correlation between career adaptability and turnover intention when gender, age and educational level were included ($\Delta R^2 = .009$, $\beta = -0.97$, $p > .05$). Hence, Hypothesis 1 was not supported by the study's results.

Table 4.3

Result of Hierarchical Regression Analysis of Career Adaptability to Turnover Intention

Variable	β	
	1	2
Step 1		
Gender	.056	.044
Age	-.327***	-.318***
Education level	.005	.016
Step 2		
Career Adaptability		-0.97
<i>F</i>	10.180***	8.280***
<i>R</i> ²	.114	.123
<i>Adj. R</i> ²	.103	.108
ΔR^2	.114	.009
ΔF	10.180***	2.399

Note. $N = 242$. Dependent variable = Turnover intention; *** $p < .001$.

Hypothesis 2a proposed that the relationship between career adaptability and the turnover intention is moderated by skill variety. The hierarchical regression analysis is applied to examine the moderating effect. The three analysis steps were conducted in SPSS software.

The first model included gender, age, and education level as control variables. The second model included career adaptability and skill variety. The third model included the interaction terms of career adaptability and skill variety. The results indicate that skill variety has no significant moderating influence on the correlation between career adaptability and turnover intention ($\Delta R^2 = .001$, $\beta = 0.33$, $p > .05$). Hence, Hypothesis 2a was not supported.

Table 4.4

Result of Hierarchical Regression Analysis on the Moderating Effect of Skill Variety

Variable	β		
	1	2	3
Step 1			
Gender	.056	.037	.040
Age	-.327***	-.321***	-.319***
Education level	.005	.040	0.36
Step 2			
Career Adaptability		-.047	-.045
Skill Variety		-.150*	-.153*
Step 3			
Career Adaptability x Skill Variety			.033
<i>F</i>	10.180***	7.785***	6.517***
<i>R</i> ²	.114	.142	.143
<i>Adj. R</i> ²	.103	.123	.121
ΔR^2	.114	.028	.001
ΔF	10.180***	3.830***	.292***

Note. $N = 242$. Dependent variable = Turnover intention; * $p < .05$. *** $p < .001$.

Hypothesis 2b proposed that the relationship between career adaptability and the turnover intention is moderated by task identity. The hierarchical regression analysis is applied to examine the moderating effect. The three analysis steps were conducted in SPSS software.

The first model included gender, age, and education level as control variables. The second model included career adaptability and task identity. The third model included the interaction terms of career adaptability and task identity. The results indicate that task identity has no moderating influence on the correlation between career adaptability and turnover intention ($\Delta R^2 = .007$, $\beta = 0.82$, $p > .05$). Hence, Hypothesis 2b was not supported.

Table 4.5

Result of Hierarchical Regression Analysis on the Moderating Effect of Task Identity

Variable	β		
	1	2	3
Step 1			
Gender	.056	.035	.033
Age	-.327***	-.320***	-.317***
Education level	.005	.039	0.33
Step 2			
Career Adaptability		-.057	-.051
Task Identity		-.159*	-.166**
Step 3			
Career Adaptability x Task Identity			.082
<i>F</i>	10.180***	8.026***	7.017***
<i>R</i> ²	.114	.145	.152
<i>Adj. R</i> ²	.103	.127	.130
ΔR^2	.114	.032	.007
ΔF	10.180***	4.364***	1.829 ***

Note. *N* = 242. Dependent variable = Turnover intention; * $p < .05$. ** $p < .01$. *** $p < .001$.

Hypothesis 2c proposed that the relationship between career adaptability and the turnover intention is moderated by task significance. The hierarchical regression analysis is applied to examine the moderating effect. The three analysis steps were conducted in SPSS software.

The first model included gender, age, and education level as control variables. The second model included career adaptability and task significance. The third model included the interaction terms of career adaptability and task significance. The results indicate that task significance has no significant moderating influence on the correlation between career adaptability and turnover intention ($\Delta R^2 = .004$, $\beta = -.065$, $p > .05$). Hence, Hypothesis 2c was not supported.

Table 4.6

Result of Hierarchical Regression Analysis on the Moderating Effect of Task Significance

Variable	β		
	1	2	3
Step 1			
Gender	.056	.054	.050
Age	-.327***	-.267***	-.265***
Education level	.005	.035	0.33
Step 2			
Career Adaptability		-.001	.006
Task Significance		-.302***	-.315***
Step 3			
Career Adaptability x Task Significance			-.065
<i>F</i>	10.180***	11.771***	10.012***
<i>R</i> ²	.114	.200	.204
<i>Adj. R</i> ²	.103	.183	.183
ΔR^2	.114	.086	.004
ΔF	10.180***	12.662***	1.172

Note. *N* = 242. Dependent variable = Turnover intention; **p* < .05. ***p* < .01. ****p* < .001.

Discussions

The primary objective of this research is to investigate the relationship between career adaptability, job characteristics including skill variety, task identity and task significance, and turnover intention on full-time workers in Taiwan. In this section, the results of all hypotheses above are discussed in depth with possible explanations and implications. A summary of hypothesis testing result is shown in Table 4.7.

Table 4.7

Hypotheses Testing Results Summary

	Hypotheses	Result
H1	Career adaptability is related to turnover intention	Not Supported
H2a	The relationship between career adaptability and the turnover intention is moderated by skill variety	Not Supported
H2b	The relationship between career adaptability and the turnover intention is moderated by task identity	Not Supported
H2c	The relationship between career adaptability and the turnover intention is moderated by task significance	Not Supported

Effect of Career Adaptability

After conducting statistical analysis, this study revealed two intriguing findings, some of which are consistent with earlier research to a certain extent, while others partially contradict it.

Firstly, despite the fact that Pearson's correlation analysis revealed a negative link between career adaptability and turnover intention. Using gender, age, and educational level as control variables in a hierarchical regression analysis, the results indicated that career adaptability has no significant effect on intention to leave the organization. Such a result contradicts prior research, which revealed both a negative and a positive relationship between career adaptability and turnover intention (Chan et al., 2016; Chan & Mai, 2015; Ito & Brotheridge, 2005; Karatepe & Olugbade, 2017; Yu et al., 2017).

Secondly, the hierarchical regression analysis revealed that the age of the employee had a significant impact on their intention to leave the organization. This finding shows that age has a greater influence on employees' intention to leave than career adaptability. Several prior research has shown that age can both enhance and reduce an individual's career adaptability in the four dimensions: concern, control, curiosity, confidence (Savickas, 1997; Savickas, 2005; Savickas & Porfeli, 2012). Zacher (2014) discovered that aging positively affects individuals' career adaptability in general, which is consistent with Savickas (2005) career construction theory and the motivation theory of life span development, both of which suggest that the work experience of older employees enables them to gain greater confidence and control over time than younger workers. On the other hand, Maggiori et al. (2015) also found a positive correlation between age and the control dimension of career adaptability. Individuals improve their career adaptability as they age by overcoming a variety of obstacles and adjusting to a variety of changes in the workplace, a process that is facilitated by the accumulation of work experience. Therefore, given that individuals tend to develop a higher level of career adaptability as they age, which further reduces their intention to leave the organization; this finding may explain why this study discovered a positive relationship between age and career adaptability but a negative relationship between age and turnover intention. Similarly, the lack of a significant relationship between career adaptability and turnover intention in this study may well be explained by the inclusion of age as a control variable.

Moderating Effect of Job Characteristics

As past research pointed out that an individual's perception of the meaningfulness of their work has a direct effect on their turnover intention (Akgunduz et al., 2020; Arnoux-Nicolas et al. 2016; Steger et al., 2012; Uruthirapathy & Grant, 2016). This study proposed that the three job characteristics including skill variety, task identity and task significance may moderate the relationship between career adaptability and turnover intention. However, through the analysis of hierarchical regression this study found that the three job characteristics have no significant moderating influence on the relationship between career adaptability and turnover intention. This result may also be attributable to the fact that career adaptability in and of itself has no significant effect on employee turnover intention.

Nevertheless, both Pearson's correlation analysis and hierarchical regression analysis revealed a significant negative correlation between the three job characteristics and the intention to leave the organization. These results are consistent with the findings of previous research and the job characteristic model, which indicated that when job characteristics are met, it generates positive outcomes, such as greater job engagement, job satisfaction, and job motivation, which help to reduce turnover intention (Hackman & Oldham, 1976).

As a result, individuals with a job that requires a variety of tasks to be accomplished, requiring the individual to draw on a wide range of abilities, and a job tasks that must be completed in its completeness, such that the outcomes can be clearly identified as belonging to the job, as well as a job that has a significant impact on the personal and professional lives of others, are less likely to leave the organization.

CHAPTER V CONCLUSION AND RECOMMENDATIONS

Through the research methodology and theoretical discussion, the previous chapter presents the results of the data analysis. This chapter starts off with a summary of the present study's conclusion. This is followed by a discussion of the practical implications of the research findings and subsequent discussion. The limitations of the research are presented next. Lastly, this chapter concludes with several recommendations for further study.

Conclusions

This study aims to determine whether career adaptability positively or negatively predicts turnover intention and how three job characteristics including skill variety, task identity and task significance moderate the effect of career adaptability on turnover intention among Taiwanese full-time workers. To maintain stable operations, it is advantageous and desirable for an organization to have employees with low turnover intention or to minimize the turnover intention of current employees; nevertheless, identifying the predictors of turnover intentions essential. Using the online survey, 242 Taiwanese full-time workers participated in this study.

First, the data analysis of Hypothesis 1 indicates that there is no significant correlation between career adaptability and turnover intention. This result contradicts previous studies, which have identified both a positive and negative association between the two variables. Nonetheless, age was found to have a significant effect on turnover intention, and age positively predicts individuals' career adaptability.

Secondly, the results of Hypotheses 2a, 2b and 2c reveals that three job characteristics including skill variety, task identity and task significance have no moderating effects on the relationship between career adaptability and turnover intention.

Practical Implication of the Study

The results of this study suggest that the Taiwanese full-time workers' turnover intention is primarily influenced by age. Although there was no direct correlation between career adaptability and turnover intention, individuals continue to improve their career adaptability as they age, gaining more confidence and control over their career development and subsequently decreasing their turnover intention. On the other hand, job characteristics

including skill variety, task identity and task significance were found to negatively predicts turnover intention. As if organization wants to reduce employees' turnover intention, there are several practical implications in the following section.

Career Adaptability Development

This study's findings suggest several strategies that practitioners may apply to lower employee turnover intentions or acquire employees with better retention intentions. First, as age had a positive effect on career adaptability, organizations can thus prioritize career development opportunities for younger workers. Younger workers may need more career guidance due to their inexperience. Thus, career development programs, mentoring, and coaching can help younger employees identify their strengths and interests, set career goals, and develop the skills and knowledge to achieve them. Assisting younger workers with their comprehension and enhancing their career adaptability may reduce their intention to leave the company in the long run.

The preceding recommendation does not imply that older workers can be ignored, as career development and adaptability support can also be advantageous to older workers. According to the analysis, older workers tend to have greater career adaptability due to their greater experience with overcoming obstacles in their work. And that the work experience of older employees allows them to gain greater confidence and control over time than younger workers, thereby reducing their intention to leave their jobs. Consequently, continuous career counseling, mentoring, and coaching can not only continue enhancing the career adaptability of older workers, but also increase their retention intention.

Job Characteristics Improvement

As the three job characteristics, skill variety, task identity and task significance were respectively found to be negatively correlated with employees' turnover intention, it is beneficial for organizations to focus on the job characteristics of each position offered. For example, as the fulfillment of job characteristics are related to intrinsic job reward. It is important to understand how employees feel about the job characteristics of their job. This can be accomplished by conducting interviews and surveys within organizations. After collecting information on how employees feel about their jobs, organizations may develop plans to improve the fulfillment of particular job characteristics.

As for skill variety improvement, organizations can provide more job rotation opportunities for employees, which entails periodically rotating employees through different job roles and responsibilities, thereby allowing them to acquire new skills and receive exposure to various business aspects. Cross-training is another option for organizations, as it helps employees' new skills that can be applied to their current job or future roles, and even help improving their control with dealing with unexpected challenge or change in their job.

As for task identity improvement, organization can do so by providing regular feedback on job performance, with the goal of making sure workers know how their efforts affect the quality of their work and the success of the organization as a whole. In addition, organizations can establish goals for their employees to achieve, which helps them feel more invested in their work and enhances their sense of task identity.

As for task significance, regular feedback with example such as statistic result or physical evidence on how the employees are benefiting the organization, customers, and community can help employees see the significance of their work. Additionally, regularly recognizing employees for their contributions can as well help them recognize the significance of their work and feel valued.

In summary, all the aforementioned improvement of job characteristics, can assists organizations to reduce employees' turnover intention in long run, and also help improving employees' job engagement, job satisfaction, and job motivation.

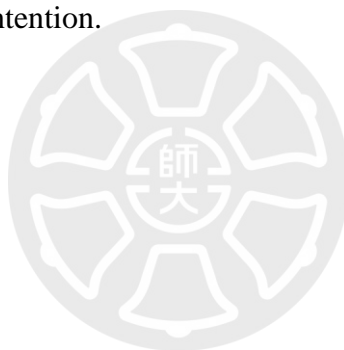
Limitation

Due to the limitations of the research methodology used in this study, the results of this study should be interpreted as follows.

Firstly, due to the use of quantitative methods and closed-ended questions to collect data from Taiwanese full-time workers, the findings of this study may have a generalizability concern and we are unable to explore employees' opinions on the variables of research interest.

Second, the participants in this study are full-time employees in various industries and different positions. Both how individuals value their career development and how they value the job characteristics can vary according to their background.

Third, this study only investigates the effect of career adaptability and job characteristics on turnover intention. There are numerous other variables that could influence employee's intention to leave, and it would be worthwhile to investigate their direct effects or moderating effects on turnover intention.

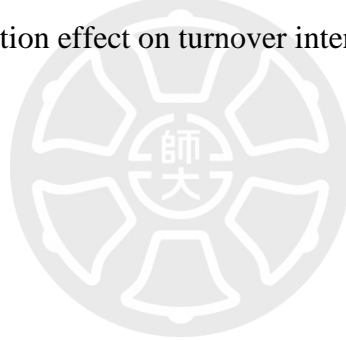


Recommendation

Given the aforementioned limitations, there are several recommendations for future research. Future research could collect data from other regions or countries to confirm the generalizability of this study. This would take into account the limitations that have been previously mentioned, as well as the fact that workers in different industries and countries place different values on various things.

On the other hand, future research may make use of alternative research designs, such as experimental designs or longitudinal designs, to address the limitations of cross-sectional designs. Researchers are given the opportunity, through the use of these designs, to establish a causal relationship between independent variables and dependent variables that is more accurate.

Lastly, since it was found that age has a significant effect on employee turnover intention and that career adaptability has no effect on turnover intention when age is included, it is recommended that future research investigate whether or not age and job characteristics fit have an interaction effect on turnover intention.





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APPENDIX A: QUESTIONNAIRE (CHINESE VERSION)

親愛的先生/女士，您好：

我是臺灣師範大學國際人力資源發展研究所的學生。

目前正在收集論文的研究資料。以下為問卷資訊。

這份問卷是想了解您在工作上適應的狀況及對於未來職涯規劃的看法，約佔用您 10 分鐘時間。本問卷採匿名方式，您所填答的資料僅提供學術研究之用並絕不外洩，請放心填答。

作答時，請您詳細閱讀題目敘述，並於題目下方勾選相符合之選項。

國立臺灣師範大學國際人力資源發展研究所

指導教授：盧承杰 博士

研究生：張皓威



資格篩選.

1. 請問您目前是否為正職員工？

是 否

2. 請問您目前正職工作的年資為？

未滿六個月 六個月以上，未滿一年 一年以上，未滿兩年 兩年以上，未滿三年 三年以上



第一部分.

以下 12 項敘述為有關於未來職涯發展的 12 種能力，請您詳細閱讀以下各項能力敘述後，依照您認為自身在該能力為何種強度於下方勾選適當的選項。

生涯調適力：

		不強	稍強	強	很強	極強
1	思考自身未來會是什麼樣	1	2	3	4	5
2	為未來做準備	1	2	3	4	5
3	對有關於求學和就業的必要選擇有所意識	1	2	3	4	5
4	替自己作主	1	2	3	4	5
5	為自身行為負責	1	2	3	4	5
6	信賴我自己	1	2	3	4	5
7	尋找自我成長的機會	1	2	3	4	5
8	做決定前會多方考量各種選項	1	2	3	4	5
9	觀察不同的做事方法	1	2	3	4	5
10	小心謹慎把事情做好	1	2	3	4	5
11	學習新技能	1	2	3	4	5
12	逐步增強自身能力	1	2	3	4	5

第二部分.

以下問題是想了解您現任工作的工作特性，請依照您的個人看法，對下列問題勾選您同意或不同意程度的適合選項。

工作特性：

		非常不同意	不同意	有點不同意	既不同意也不反對	有點同意	同意	非常同意
1	我有機會運用多樣的技能去完成不同的任務。	1	2	3	4	5	6	7
2	我的工作需使用許多複雜技能。	1	2	3	4	5	6	7
3	我的工作簡單且重複性高。(R)	1	2	3	4	5	6	7
4	我的工作需處理許多不同的任務。	1	2	3	4	5	6	7
5	我的工作內容是高度例行性且可預知的。(R)	1	2	3	4	5	6	7
6	我的工作會對他人的福祉有重要的影響。	1	2	3	4	5	6	7
7	我的工作對其他人無關緊要。(R)	1	2	3	4	5	6	7
8	我的工作會影響到許多人。	1	2	3	4	5	6	7
9	當我從頭到尾完成任務時，我努力的結果是明確且可辨識的。	1	2	3	4	5	6	7
10	我對終端的產品或服務沒有太大的貢獻。(R)	1	2	3	4	5	6	7
11	我的工作提供我從頭到尾完成整件工作的機會。	1	2	3	4	5	6	7

第三部分

以下問題是有關您對目前現任工作和公司的看法。請閱讀每一道題目,並根據每題的
量表圈選你的答案。

在過去的六個月內

離職傾向:

		從不	幾乎從來沒有	有時	經常	總是
1	你有多常考慮辭職?	1	2	3	4	5
		非常能滿足	能滿足	普通	不能滿足	非常不能滿足
2	你的工作有多能夠滿足你的個人需求?	1	2	3	4	5
		從不	幾乎從來沒有	有時	經常	總是
3	你有多常因工作上沒有獲得實現個人工作目標的機會而感到挫折?	1	2	3	4	5
4	你有多常想像找到另外一份更符合你個人需求的工作?	1	2	3	4	5
		非常不願意	不願意	普通	願意	非常願意
5	如果有另外一份同等薪酬待遇的工作,你有多願意接受?	1	2	3	4	5
		總是	經常	有時	幾乎從來沒有	從不
6	你有多常期待開始新的一天的工作?	1	2	3	4	5

基本資料

以下問題是有關您的基本資料，您所填答的資料僅提供學術研究之用，請放心填答。

1. 請問您的性別為？

生理男 生理女 其他

2. 請問您的年齡為？

20-29 歲 30-39 歲 40-49 歲 50 歲以上

3. 請問您的最高學歷為？

國中(含)以下 高中/職 大學/專科 碩士(含)以上

