



The Relationship Career Adaptability on Employee Turnover and Mediation Role of Perceived Overqualification at PT. Kimia Farma Diagnostika

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Abstract

The goal of this study was to identify the effect of career adaptability on turnover intention and to analyze the mediation role of perceived overqualification on PT employees. Kimia Farma Diagnostika. This study involved 80 respondents using a quantitative approach and the SEM-PLS multivariate analysis method for data analysis. This research found that career adaptability showed a positive and significant effect on turnover intention. In addition, it was also found that perceived overqualification partially mediated the relationship between career adaptability and turnover intention. The practical implications of this study are to provide insight into the management of PT. Kimia Farma Diagnostika to design more effective employee retention strategies. Further research is recommended to expand the scope of analysis at the organizational level, consider additional moderating variables, and address existing limitations. Thus, this study makes an important contribution to understanding and addressing employee retention issues in these companies.

Keywords: *Career Adaptability; Perceived Overqualification; Turnover Intention; Human Resource Development*

INTRODUCTION

Previous studies have shown a relationship between Perceived Overqualification (POQ) and negative employee outcomes such as poor performance, counterproductive behavior, and higher turnover intentions (Biaobin et al., 2021). Khakwani (2016) explained that overqualified employees often have a higher intention to leave their organization because POQ indicates underutilization of skills, leading to feelings of inadequacy and depleted resources, increasing employee turnover intentions. Deng et al. (2022) underscore the importance of identifying factors that predict turnover intentions. Their study specifically examined two mediators—POQ and job satisfaction—linking career adaptability to turnover intentions. Career adaptability helps employees seek better job opportunities, especially during uncertain times, thus contributing to higher turnover intentions (Dong et al., 2020). PT. Kimia Farma Diagnostika, as a leading network of laboratory services and medical clinics in Indonesia, also experiences a high employee turnover rate, partly due to the rampant recruitment of employees by start-up companies in Indonesia. Many employees with 2-3 years of service leave the organization to seek better opportunities.

The purpose of this study was to investigate the effect of career adaptability on turnover intentions mediated by perceived overqualification in PT employees. Kimia Farma Diagnostics. These findings are expected to help organizations retain highly qualified employees to improve performance and reduce turnover intentions, thereby supporting the company's innovation potential to retain its employees.

Based on research conducted by several previous researchers and the phenomena that occurred at PT. Kimia Farma Diagnostika, the researcher, is interested in conducting this study to see the effect of career adaptability variables on turnover intention mediated by perceived overqualification in PT employees. Kimia Farma Diagnostika. The practical contribution of this



study is to enable practitioners and organizations, especially the leaders of PT. Kimia Farma Diagnostika should be more selective in retaining employees with excess qualifications to help improve the performance given. This is important to prevent an increase in turnover intention, as well as to maintain effectiveness in completing work tasks. This study is expected to be implemented effectively to support PT. Kimia Farma Diagnostika to be able to utilize the potential for innovation in existing resources. The research questions that the researcher wants to answer are:

1. Does career adaptability have a positive effect on turnover intention?
2. Does career adaptability have a positive effect on perceived overqualification?
3. Does Perceived overqualification have a positive effect on turnover intention?
4. Does perceived overqualification mediate the relationship between career adaptability and turnover intention?

LITERATURE REVIEW

Career Adaptability and Turnover Intention

Organizational changes often lead to career changes for employees, who need to evaluate whether the changes align with their career aspirations. Recent research discovered a negative correlation between career adaptability and turnover intention. The study also explained that employees with higher adaptability tend not to have the intention to leave their jobs ([Chan et al., 2016](#)). Employees with adequate adaptability can handle work-related challenges, find satisfaction in their current roles, and are thus less inclined to quit compared to those with lower adaptability.

[Klehe et al. \(2011\)](#) in their research explained that although this study shows that career-adaptive employees are able to adapt to new environments, this study does not explain why these employees prefer to adapt to new environments rather than modify existing environments to better suit their needs. Consider, for instance, that employees who are adaptable in their careers often proactively search for job opportunities that align with their career aspirations, particularly when facing future uncertainties. Employees who perceive their current roles as lacking stimulation and variety may contemplate resigning and seeking new opportunities that promise a better fit and enhanced career prospects.

Hypothesis 1: Career adaptability has a positive effect on turnover intention

Career Adaptability and Perceived Overqualification

Based on research conducted by [De Guzman and Choi \(2013\)](#), it was found that career adaptability makes a significant contribution to achieving various career goals such as skills development, pursuing job opportunities ([Guan et al., 2013](#)), and overall career success ([Pan & Zhou, 2015](#)). High levels of career adaptability facilitate employees in facing new challenges and solving complex problems ([Yang et al., 2015](#)), aligning with the concept of career anchors in challenges ([Schein, 1990](#)). Eventually, employees with high career adaptability will perceive their current job tasks as less challenging, leading to feelings of overqualification.

[Yang et al. \(2015\)](#) proposed that career adaptability influences perceptions of overqualification through two mediation mechanisms. [Erdogan and Bauer \(2009\)](#) explain firstly, adaptable employees are more likely to receive delegation opportunities from their superiors, which can help alleviate feelings of overqualification ([Chen & Aryee, 2007](#)).

Hypothesis 2: Career adaptability has a positive and significant effect on *perceived overqualification*

Perceived Overqualification and Turnover Intention

The study of Perceived Overqualification has become a very important issue in the US labor market, this is because perceived overqualification can affect a large portion of the workforce (Wald, 2005), and recently the study of POQ conducted by Mckee-Ryan and Harvey (2011) has also received increasing academic attention. Several previous studies have shown a positive relationship between perceived overqualification (POQ) and turnover intentions (Feldman et al. (2002); Kraimer et al., 2009). employees who have POQ can reduce employee emotional commitment, and Employees who have higher POQ demonstrate lower levels of emotional commitment (Bolino & Feldman, 2000). Johnson and Johnson (2000) argued that POQ is not correlated with continuance or normative commitment. In their study, Lobene & Meade (2010) found that employees with high POQ are likelier to leave their current jobs and seek opportunities elsewhere. While Kraimer et al. (2009) explained that for repatriates, job promotion affects their underemployed status and influences the decision to change jobs. Cennamo and Gardner (2008) found empirical evidence using the person-organization fit model supporting the relationship between POQ and turnover intentions.

Hypothesis 3: Perceived Overqualification has a positive effect on turnover intention.

Effect of Perceived Overqualification on the Relationship Between Career Adaptability and Turnover Intention

Maynard and Parfyonova (2013) explained that perceived overqualification (POQ) refers to employees' beliefs that they deserve a job that better matches their abilities, skills, and knowledge. Kristof-Brown et al. (2005) also explained that, unlike objective overqualification, POQ includes not only the mismatch between employees and their jobs but also their desire for opportunities to demonstrate their abilities. Research conducted by Liu and Wang (2012) has shown that factors like potential job opportunities also shape the perception of overqualification, Biaobin et al. (2021) found that POQ is associated with negative work attitudes, counterproductive behavior, poor performance, and decreased psychological well-being. Furthermore, Khakwani (2016) research explained that overqualified employees are more likely to think about leaving their current jobs and seeking new opportunities than those who are not overqualified. POQ is a state in which employee skills are underutilized, leading to resource depletion.

Hypothesis 4: POQ mediates the relationship between career adaptability and turnover intention

Research Framework

Varpio et al. (2020) explain that a conceptual framework is a justification for why a study should be conducted. A conceptual framework (1) describes the state of known knowledge, usually through a literature review; (2) identifies gaps in our understanding of a phenomenon or problem; and (3) outlines the methodological foundations of a research project (Varpio et al., 2020). It is built to answer two questions: "Why is this research important?" and "What contribution might these findings make to what is already known?" (Varpio et al., 2020). The conceptual framework proposed by the researcher in this study is as follows.

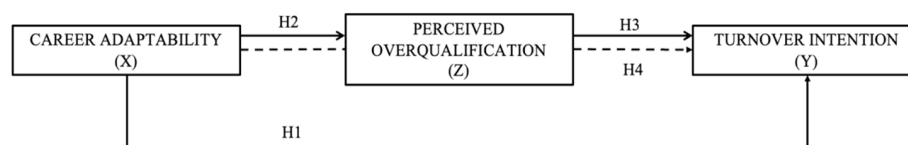


Figure 1. Research Framework

RESEARCH METHOD

This study applied Structural Equation Modeling-Partial Least Squares (SEM-PLS) for its analysis and utilized SmartPLS software for data processing. According to [Hair et al. \(2011\)](#), SEM includes various approaches, including covariance-based SEM (CB-SEM) used in software such as Amos, Mplus, LISREL, and EQ, and Partial Least Squares SEM (PLS-SEM). In contrast to CB-SEM, PLS-SEM is more focused on enhancing the amount of explained variance rather than replicating the theoretical covariance matrix. This study involved 179 employees from the Head Office Business Unit of PT. Kimia Farma Diagnostika. Due to incomplete data and time constraints, the final sample size was 80 employees. This study used purposive sampling, a non-random sampling method in which researchers select participants based on certain characteristics that match the research objectives ([Campbell et al., 2020](#)). Based on the explanation, the sample criteria that have been determined by the researcher in this study are:

1. Active employees of PT. Kimia Farma Diagnostika
2. Employees of PT. Kimia Farma Diagnostika, who are included in Gen Y and Gen Z. This is based on data on PT's employment termination. Kimia Farma Diagnostika employees, it is known that employees included in Gen Y and Gen Z dominate turnover intention.

Measurement Instruments

Before distributing the online questionnaire, all items and instructions were translated into Indonesian. The questionnaire used a five-point Likert Scale (1 = strongly disagree, 5 = strongly agree) to measure career adaptability, perceived overqualification, and turnover intention, adapted from prior research and tailored to this study's context.

Career adaptability is crucial at PT. Kimia Farma Diagnostika, helping employees manage career challenges effectively, as defined by [Savickas and Porfeli \(2012\)](#): Concern, Control, Curiosity, and Confidence. Turnover intention at PT. Kimia Farma Diagnostika reflects employees' desire to leave for new opportunities, measured through [Dwivedi \(2015\)](#) dimensions: thinking of quitting, intention to search, and intention to quit. Perceived overqualification among employees refers to feeling overeducated or over-skilled for their roles at PT. Kimia Farma Diagnostika assessed using [Maynard et al. \(2006\)](#) dimensions: perceived mismatch and perceived lack of growth.

FINDINGS AND DISCUSSION

In this study, the results of the first hypothesis showed that career adaptability has a positive and significant effect on turnover intention, with a t-statistic of 4.888, a p-value of 0.000, and a path coefficient of 0.369. Thus, the first hypothesis (H1) is accepted. This finding aligns with previous studies, such as [Chan et al. \(2016\)](#), which found a negative relationship between career adaptability and turnover intention. Employees who have high adaptability are less likely to have the intention to quit their jobs because they can handle work-related challenges and find satisfaction in their current roles. [Yang et al. \(2015\)](#) noted that employees may look for new jobs if they find their current jobs boring and unchallenging.

In the second hypothesis, this study found that career adaptability has a positive and significant effect on the perception of overqualification, with a t-statistic value of 6.967, a p-value of 0.000, and a path coefficient of 0.611. Therefore, the second hypothesis (H2) is accepted. This is in line with previous research conducted by [De Guzman and Choi \(2013\)](#), which showed that career adaptability helps achieve career goals, such as skill development and job opportunities ([Guan et al., 2015](#); [Pan & Zhou, 2015](#)). [Yang et al. \(2015\)](#) found that adaptive employees receive more delegation opportunities, reducing feelings of overqualification ([Erdogan & Bauer, 2009](#)).

The third hypothesis test indicated that perceived overqualification positively and significantly affects turnover intention, with a t-statistic of 6.373, a p-value of 0.000, and a path

coefficient of 0.549. Thus, the third hypothesis (H3) is accepted. This finding aligns with prior research, which shows a positive relationship between perceived overqualification and turnover intention (Maynard et al., 2006).

The results of the fourth hypothesis test show that career adaptability has a positive and significant effect on turnover intention through perceived overqualification, with a t-statistic of 5.396, a p-value of 0.000, and a path ratio of 0.335. Thus, the fourth hypothesis (H4) is accepted. Employees with career adaptability are open to challenges outside the organization and feel overqualified when their skills are not utilized optimally (Yang et al., 2015; Coetzee & Stoltz, 2015; Ng & Feldman, 2010). This mismatch can lead to low job satisfaction and increased turnover intention (Maynard & Parfyonova, 2013; Zheng & Wang, 2017).

CONCLUSIONS

This study concludes that career adaptability has a positive and significant effect on turnover intention in PT employees. Kimia Farma Diagnostika. The results of the study also found that career adaptability has a positive and significant effect on perceived overqualification. Another finding in this study is that perceived overqualification has a positive and significant effect on turnover intention. In addition, this study also found that perceived overqualification partially mediates the relationship between career adaptability and turnover intention. The practical implications of this study are the importance of management in designing effective employee retention strategies by considering these factors.

LIMITATION & FURTHER RESEARCH

However, this study has limitations in the number of respondents. It focuses on the individual level, so it is advisable to conduct further research to expand the scope of analysis at the organizational level and overcome existing limitations.

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