

Career Adaptability, Perceived Overqualification, and The Turnover Dilemma

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ABSTRACT

This study examines the role of perceived overqualification as a mediator in the relationship between career adaptability and turnover intention among employees of PT. Kimia Farma Diagnostika. Involving 80 respondents, this study uses a quantitative approach and SEM-PLS analysis. The results show that career adaptability has a positive effect on turnover intention, where perceived overqualification functions as a mediator. Employees who feel they have higher abilities than needed tend to seek opportunities that are more in line with their potential, which increases the intention to leave the organization. These findings provide important insights for management in designing more effective employee retention strategies, as well as enrich the literature by combining these concepts. By understanding the factors that influence employees' decisions to stay or move, management can develop policies that increase job satisfaction and reduce turnover rates. This study also identifies limitations, such as the limited number of respondents, and suggests further research.

SARI PATI

Penelitian ini meneliti peran persepsi overqualification sebagai mediator dalam hubungan antara career adaptability dan turnover intention pada karyawan PT. Kimia Farma Diagnostika. Dengan melibatkan 80 responden, studi ini menggunakan pendekatan kuantitatif dan analisis SEM-PLS. Hasilnya menunjukkan bahwa career adaptability berpengaruh positif terhadap turnover intention, di mana persepsi overqualification berfungsi sebagai mediator. Karyawan yang merasa memiliki kemampuan lebih tinggi dari yang dibutuhkan cenderung mencari peluang yang lebih sesuai dengan potensinya, yang meningkatkan niat untuk keluar dari organisasi. Temuan ini memberikan wawasan penting bagi manajemen dalam merancang strategi retensi karyawan yang lebih efektif, serta memperkaya literatur dengan menggabungkan konsep-konsep ini. Dengan memahami faktor yang memengaruhi keputusan karyawan untuk bertahan atau pindah, manajemen dapat mengembangkan kebijakan yang meningkatkan kepuasan kerja dan mengurangi angka turnover. Penelitian ini juga mengidentifikasi keterbatasan, seperti jumlah responden yang terbatas, serta menyarankan penelitian lanjutan.

INTRODUCTION

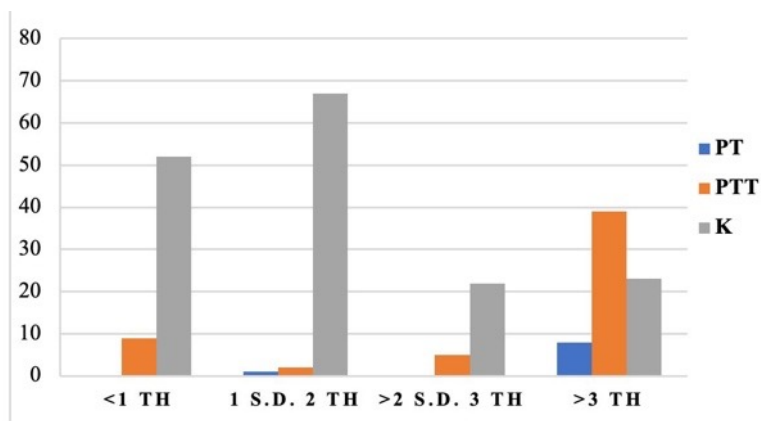
Employee retention is a significant concern, with turnover intention being a key outcome of job dissatisfaction (Ye, et al, 2017). Employees often evaluate their job situations when dissatisfied, which may lead to the decision to leave (Vinayak et al., 2021). One major predictor of turnover intention is Perceived Over Qualification (POQ), where employees feel their skills and qualifications are underutilized (Maynard et al., 2009; Dong et al., 2019). POQ is linked to negative work attitudes, poor performance, and lower psychological well-being (Biaobin et al., 2021). Overqualified employees tend to have higher turnover intentions due to the lack of challenging work that matches their abilities, which leads to feelings of underachievement and depletion of resources (Khakwani, 2016). Research consistently finds that POQ contributes to increased turnover intention.

Deng et al. (2016) emphasize the importance of identifying mediators in the pathway to turnover intention. In this context, Perceived Over Qualification (POQ) and job satisfaction act as dual mediators between career adaptability and turnover intention. Research shows that employees who feel they have greater abilities and job satisfaction are more likely to adapt to their careers, which can either reduce or increase turnover intention (Guan, Zhou, & Ye, 2015). Additionally, career adaptability

allows employees to seek job opportunities that align with their goals, especially in uncertain conditions, which can increase turnover intention (Dong, Zheng, & Wang, 2019).

The high level of employee turnover intention is also experienced by PT. Kimia Farma Diagnostika. PT. Kimia Farma Diagnostika is the company with the largest network of medical laboratories and clinic services in Indonesia, serving customers from various segments. The company is supported by a team of competent and certified professionals, including doctors, nurses, phlebotomists, medical laboratory technicians (ATLM), radiographers, and midwives. Figure 1 is the employee termination data for PT. Kimia Farma Diagnostika.

If reviewed based on the table above, it can be seen that the number of employees who carry out turnover intention is dominated by employees of PT. Kimia Farma Diagnostika with a work period of 1-2 years and those who have worked with a work period of >3 years. In addition, if reviewed based on generation, based on the data it is clear that generations Y and Z are employees who dominate in carrying out turnover intention behavior. If added up as a whole, throughout 2023 there has been turnover intention behavior carried out by employees of PT. Kimia Farma Diagnostika as many as 228 people. In addition, employee data at PT.



Note: PT: Permanent Employees, PTT: Non-Permanent Employees, and K: Contract

Figure 1. Employee Status Data of PT. Kimia Farma Diagnostika Based on Generation, Length of Service, and Employee Status

Kimia Farma Diagnostika in 2023 shows that there has been a significant increase with the following employee composition (Figure 2).

Based on data from PT. Kimia Farma Diagnostika, most employees come from Generation Y (923 people) and Z (683 people), with the highest education dominated by Diploma graduates (63.5%) and Bachelor's degrees (21.99%). The largest job positions are Executives (93%), followed by Supervisors (4.2%), while the majority of employees

are contractual (710 people). This composition shows that the company's employees tend to have high qualifications, especially from Generation Y and Diploma educational backgrounds, which are often associated with optimal knowledge and service (Bao & Zhong, 2023). However, this excess potential can also increase the intention to move, which is reflected in the increasing turnover rate even though employee productivity continues to increase. Employee termination data in 2023 supports this finding (Figure 3).

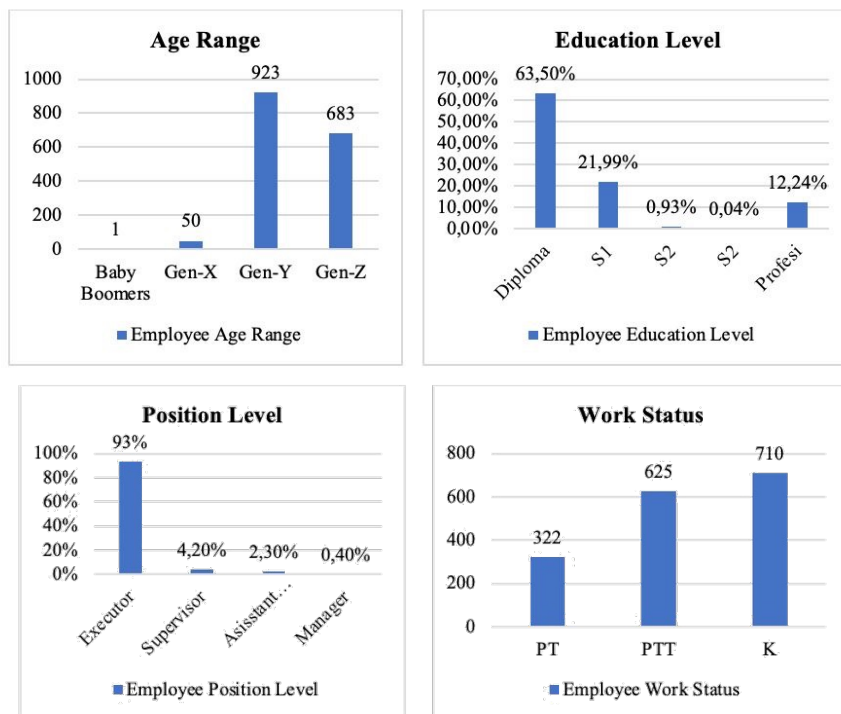


Figure 2. Demographic Data of PT. Kimia Farma Diagnostika Employees Year 2023
Source: Company Internal Data, 2023

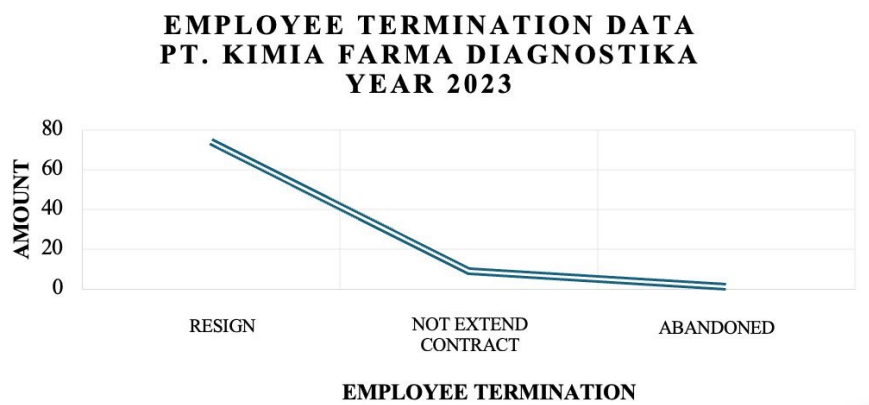


Figure 3. Employee Termination Data of PT. Kimia Farma Diagnostika
Source: Company Internal Data, 2023

The data shows that more employees of PT. Kimia Farma Diagnostika leave the organization compared to those who do not renew their contracts or are absent. The company's leadership explained that the high turnover intention rate is caused by employee poaching by start-up companies that require more workers from Generation Y and Z. Employees with 2-3 years of service tend to have the intention to leave. The main reason for turnover intention is the existence of opportunities that are considered better outside the company, as reflected in the existing data (Figure 4).

The data is in line with the findings of Yang et al. (2015) which states that employees with high career adaptability tend to seek new challenges outside the organization. High career adaptability indicates high qualifications for new jobs and competitiveness in the labor market (Coetzee & Stoltz, 2015; Ng & Feldman, 2010). Employees who feel that their current jobs are not challenging and do not match their abilities, especially those with overqualification (POQ), will feel bored and tend to turnover (Maynard & Parfyonova, 2013). This study aims to identify the mediating role of POQ in the relationship between career adaptability and

turnover intention, which is still rarely studied in state-owned companies such as PT. Kimia Farma Diagnostika. The practical contribution of this study is to help company leaders in retaining overqualified employees to improve performance and reduce turnover.

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?

METHODS

Sample and Procedure

The population in this study were employees of PT. Kimia Farma Diagnostika at the Head Office, totaling 179 people. The research sample was taken from a number of individuals smaller than the total population, with the number of samples

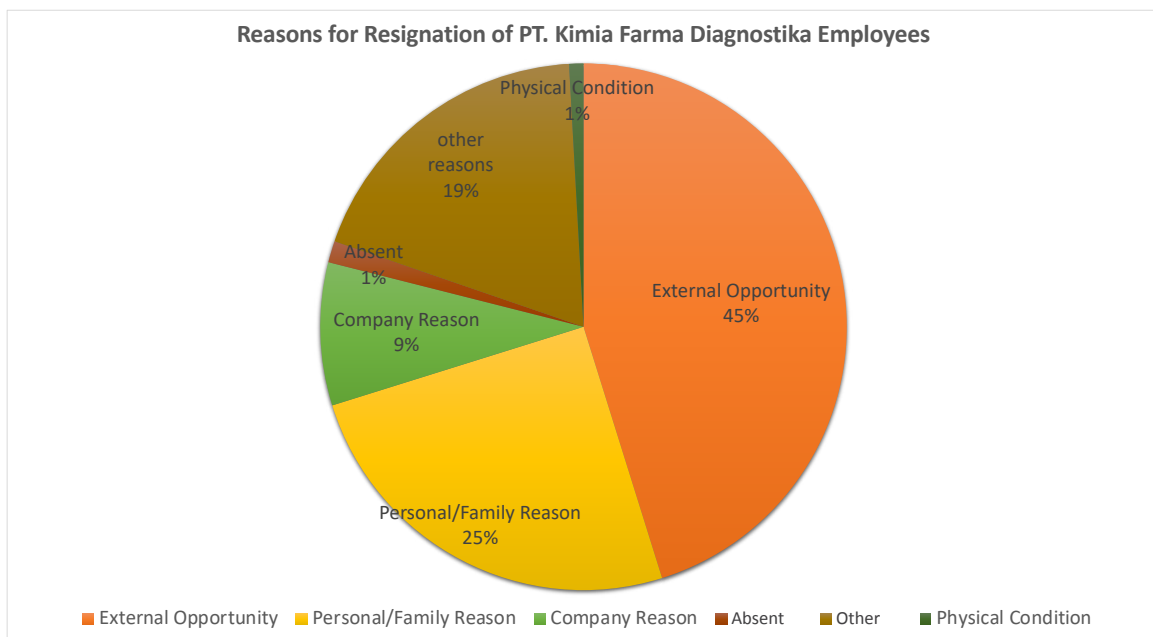


Figure 4. Graph of Reasons for Resigning at PT. Kimia Farma Diagnostika
 Source: Company Internal Data, 2023

that can vary depending on the proportion set (Hadi, 2015). This study uses the Slovin formula to determine a smaller sample size, so that the data processing results are more representative and can be generalized.

$$n = \frac{179}{1 + 179 (0,05)^2}$$

$$n = \frac{179}{1.4475}$$

$$n = 123 \text{ respondent}$$

Based on the calculations that have been done, this study involved 123 active employees of PT. Kimia Farma Diagnostika as research respondents. To reduce common method variance (CMV) bias, this study follows the suggestions of Podsakoff et al. (2003) by conducting anonymous surveys and ensuring respondent confidentiality, as well as collecting data from different sources. The sampling technique used purposive sampling, where participants were selected based on certain criteria that were relevant to the research objectives (Campbell et al., 2020). The sample criteria were active employees at PT. Kimia Farma Diagnostika, especially those belonging to Generations Y and Z, because they dominate the turnover intention level in the company.

Measurement Instruments

Before distributing the online questionnaire, all items and instructions were translated into Indonesian. Additionally, all items were measured using a five-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree) for the instruments assessing career adaptability, perceived overqualification, and turnover intention. The questionnaire was adapted from prior research and modified to align with the context of the study.

Career adaptability is an important concept in understanding how employees of PT. Kimia Farma

Diagnostika manage changes and challenges in their careers, and how they respond effectively to situations that require adjustment. Furthermore, the measurement of career adaptability will refer to Savicaks & Porfeli (2012) by involving four dimensions, namely Concern, Control, Curiosity, Confidence.

Turnover intention refers to the desire or intention of employees of PT. Kimia Farma Diagnostika to leave the company where they work and look for new job opportunities. The measurement of turnover intention refers to Dwivedi (2015) and is reviewed through three dimensions, namely thinking of quitting, intention to search, and intention to quit. Perceived overqualification refers to the perception of PT. Kimia Farma Diagnostika employees that they have a higher level of education, experience, and skills than required for the work they do. Furthermore, the measurement of POQ in this study refers to Maynard, Joseph, & Maynard, (2006) through two dimensions, namely perceived mismatch and perceived no-grow.

Method of Analysis

In this study, data analysis uses Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS software. According to Hair, Ringle, & Sarstedt (2011), SEM can be conducted using covariance-based SEM (CB-SEM) methods like Amos or LISREL, but PLS-SEM offers a unique approach aimed at maximizing the explained variance of the dependent latent construct, unlike CB-SEM which focuses on reproducing the theoretical covariance matrix. While less popular, PLS-SEM is increasingly used in marketing and business research (Henseler, Ringle, & Sinkovics in Hair et al., 2011) and provides more robust estimates when assumptions are violated. This study uses SEM-PLS to ensure accurate results despite potential assumption violations. Additionally, the model refers to Hayes' (2018) Moderation Model, with a mediator M between X and Y, estimated using ordinary least squares regression (Figure 5).

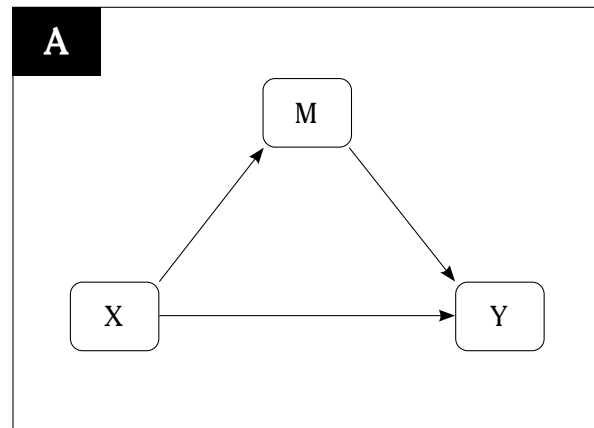


Figure 5. Simple Model Mediation (Hayes, 2018)

RESULTS AND DISCUSSION

Demographic Respondent

The total respondents collected in this study were 80 respondents, from an initial sample estimate of 123 respondents. It can be concluded that the majority of respondents were women (70.0%) and men (24) (30.0%). The respondents' education levels in this study were primarily dominated by those with a bachelor's degree, comprising 44 (55.0%) of the sample, followed by those with a diploma, 32 (40.0%), a master's degree, 3 (3.8%), and a doctoral degree, 1 (1.3%). Table 1 also indicates that the majority of respondents were aged between 20 and 30 years, accounting for 55 (68.8%), followed by those aged between 31 and 40 years, 21 (26.3%).

Furthermore, respondents in swimming aged 41-50 years were 3 (3.8%) and 51-60 years were 1 (1.30%). In the employee status category, it is divided into 3, namely internship/contract as many as 32 (40.0%) respondents, then non-permanent employees as many as 19 (23.8%) respondents, and permanent employees as many as 29 (36.3%) respondents.

Measurement Model Evaluation

This study uses measurement model analysis and structural model with the help of Smart PLS software. Data were collected using questionnaires to assess the validity of the variable constructs, which were evaluated through convergent validity and discriminant validity. The reliability of the

variable constructs was tested using composite reliability and Cronbach's alpha.

Convergent validity is employed to assess the validity of the relationship between indicators and constructs by examining the loading factor in PLS software. An indicator is considered valid if its loading factor exceeds 0.7 (Ghozali, 2015).

This study also assessed construct validity, which measures the extent to which latent variables accurately reflect the underlying theoretical constructs. According to Hair et al. (2021), Average Variance Extracted (AVE) represents the average of the squared loadings of the indicators associated with a construct. The minimum acceptable AVE value is 0.50, indicating that the construct can explain 50% or more of the variance in its indicators.

Additionally, this study tested discriminant validity, which ensures that each indicator loads more strongly on its corresponding latent variable than on other latent variables. A construct is considered to have good discriminant validity if the cross-loading of its indicators is higher on the related construct than on others (Ghozali, 2015). The cross-loading table demonstrates that each indicator is appropriately grouped with its respective construct.

In this study, instrument reliability was also assessed by examining the composite reliability

Table 1. Respondent Profile

Demographic respondent	N	(%)
Gender		
Male	24	30.0%
Female	56	70.0%
Education		
Diploma	32	40.0%
Bachelor (S1)	44	55.0%
Postgraduate (S2)	3	3.8%
Doctoral (S3)	1	1.3%
Age Range		
20-30 years	55	68.8%
31-40 years	21	26.3%
41-50 years	3	3.8%
51-60 years	1	1,30%
Status Karyawan		
Magang/Kontrak	32	40.0%
Pegawai Tidak Tetap	19	23.8%
Pegawai Tetap	29	36.3%

Source: Author calculation based in the survey questionnaire, 2024

and Cronbach's alpha values. Composite reliability is used to evaluate the reliability of constructs. In this research, composite reliability was employed to determine whether the relationships between variables exhibit good reliability. A construct is considered reliable if the composite reliability value exceeds 0.7 and the Cronbach's alpha value exceeds 0.6. Thus, a construct is deemed reliable if its value is greater than 0.7 (Hair et al., 2021).

The analysis results show that the indicators for the career adaptability, perceived overqualification, and turnover intention variables meet the requirements for convergent validity, with loading factor values exceeding 0.5, demonstrating the validity of each indicator (Ghozali, 2015). Furthermore, the Average Variance Extracted (AVE) values for each variable are also greater than 0.5: career adaptability (0.801), perceived overqualification (0.775), and turnover intention (0.814), indicating that the constructs

possess good construct validity (Hair et al., 2021). The cross loading value for each variable also shows that the indicators have a higher correlation with their respective constructs, which supports good discriminant validity (Ghozali, 2015).

In addition, the Cronbach's alpha and composite reliability values for all variables also showed adequate results: career adaptability (0.989 and 0.990), perceived overqualification (0.964 and 0.969), and turnover intention (0.954 and 0.963), which indicate that these constructs are reliable and consistent (Hair et al., 2011).

Inner Model Testing

The inner model (structural model) testing aims to assess the coefficient of determination, predictive relevance, goodness of fit, path coefficient estimates, and coefficient parameters. After identifying significant relationships between

Table 2. Validity and Reliability Testing

Variable	Code	Question Statements	FL	AVE	CR	α
<i>Career Adaptability Concern</i>				0.801	0.990	0.989
	CO1	I think about what my future will be like (R)	0.939			
	CO2	I realize that today's choices shape the future	0.892			
	CO3	I prepare for the future	0.919			
	CO4	I am aware of the educational and career choices I have to make	0.855			
	CO5	I plan how to achieve my goals	0.934			
	CO6	I am concerned about my career (R)	0.926			
<i>Control</i>	CN1	I remain optimistic even though I face many obstacles in completing my work	0.862			
	CN2	I am able to make my own decisions	0.889			
	CN3	I am able to take responsibility for my actions	0.878			
	CN4	I am able to maintain my beliefs	0.927			
	CN5	I feel I can rely on myself	0.936			
	CN6	I can do what is right for me	0.879			
<i>Curiosity</i>	CO1	I enjoy exploring my surroundings	0.912			
	CO2	I seek opportunities to grow as a person	0.847			
	CO3	I investigate options before making a choice	0.938			
	CO4	I look at different ways of doing things	0.919			
	CO5	I investigate questions deeply	0.877			
	CO6	I am curious about new opportunities	0.929			
<i>Confidence</i>	CE1	I carry out tasks efficiently	0.895			
	CE2	I take care to do things well	0.892			
	CE3	I learn new skills	0.890			
	CE4	I work within my capabilities	0.882			
	CE5	I am able to overcome obstacles	0.856			
	CE6	I am able to solve problems	0.860			
<i>Perceived Overqualification</i>				0.775	0.969	0.964
<i>Perceived Mismatch</i>	PM1	My job at PT. Kimia Farma Diagnostika requires a lower educational qualification than I have	0.840			
	PM2	The work experience I have is not necessary to succeed in this job	0.892			
	PM3	I have job skills that are not required for this job	0.930			
	PM4	Someone with less education than I can do my job well	0.857			
<i>Perceived No-Grow</i>	PG1	My previous training is not fully utilized in this job	0.871			
	PG2	I have a lot of knowledge that I do not need to do my job	0.803			
	PG3	My education level is above the education level required by the job	0.888			
	PG4	I feel that someone with less work experience than I can do my job well	0.913			
	PG5	I have more of the skills I need to do my job	0.924			
<i>Turnover Intention</i>				0.814	0.963	0.954
<i>Thinking of Quitting</i>	TQ1	I sometimes think about leaving my job at PT. Kimia Farma Diagnostika	0.892			
	TQ2	I often think about becoming an entrepreneur	0.925			
<i>Intention to Search</i>	IS1	I intend to look for a better position at another company	0.887			
	IS2	I intend to ask people about new job opportunities elsewhere	0.928			
<i>Intention to Quit</i>	IQ1	My current job at PT. Kimia Farma Diagnostika is not able to meet my important personal needs	0.887			
	IQ2	Opportunities to achieve my most important goals at work are often threatened	0.894			
			0.892			

Source: Modification from Savicaks & Porfeli (2012), Dwivedi (2015) dan Maynard, Joseph, & Maynard, (2006)
Data Source : Processed by Researchers, 2024

variables, hypothesis testing is performed using the bootstrapping method. Predictive relevance is used to measure how well the model can predict the observed values, which is calculated using Q-square (Ghozali, 2008).

$$\begin{aligned}
 Q\text{ Square} &= 1 - (1 - R_1^2) \times (1 - R_2^2) \\
 &= 1 - (1 - 0,374) \times (1 - 0,684) \\
 &= 1 - (0,626) \times (0,316) \\
 &= 1 - 0,198 \\
 &= 0,802
 \end{aligned}$$

The results of the Q-square calculation indicate that the model has a predictive relevance value of 0.802, or 80.2%. This suggests that the analytical model exhibits good predictive relevance.

Coefficient Determination

The coefficient of determination is used to assess the extent to which the model explains the variation in the dependent variables, with values ranging from zero to one (Ghozali, 2008). This coefficient can be found in the R-square table. To determine the magnitude of the coefficient of determination, the R-square value is multiplied by 100%. A result greater than 67% indicates a strong coefficient of determination, a value between 33% and 67% indicates a moderate coefficient, and a value between 19% and 33% suggests a weak coefficient of determination (Ghozali, 2008). Table 3 shows the test results showing the determination coefficient value.

Table 3. R-Square

Variable	R-Square
<i>perceived overqualification</i>	0.374
<i>turnover intention</i>	0.684

Table 4. AVE and R-Square

Variabel	Nilai AVE	Nilai R-Square
<i>perceived overqualification</i>	0.775	0.374
<i>turnover intention</i>	0.814	0.684
Rata-rata	0.795	0.529

According to Table 3, the R-square values, when multiplied by 100%, result in a coefficient of determination of 68.4% for the turnover intention variable, indicating a strong explanatory power. This suggests that turnover intention is explained by the career adaptability and perceived overqualification variables to the extent of 68.4%, while the remaining 31.6% is attributed to other factors not examined in this study. In contrast, the R-square value for the perceived overqualification variable is 37.4%, indicating a moderate explanatory power. This suggests that perceived overqualification is influenced by the career adaptability variable to 37.4%, with the remaining 62.6% accounted for by other variables outside the scope of this research.

Goodness of Fit

Goodness of fit is a test that evaluates the degree of agreement or alignment between observed data (observed frequencies) and the frequencies derived from their expected values (theoretical frequencies). Evaluation by calculating goodness of fit (GoF) using the GoF measurement reference is the average AVE value, with the average R-Square value. The value is determined based on three criteria, namely goodness of fit = 0.10 (GoF) is small, goodness of fit = 0.25 (GoF) is medium, goodness of fit = 0.36 (GoF) is large. The goodness of fit value can be known through the following calculation (see table 4).

$$\begin{aligned}
 \text{Goodness of Fit} &= \sqrt{AVE \times R^2} \\
 &= \sqrt{0.795 \times 0.529} \\
 &= \sqrt{0.420} \\
 &= 0.648
 \end{aligned}$$

Based on the calculation results according to table 4, it can be seen that the goodness of fit value of the average AVE value is 0.795, while the average R2 value of 0.529 in this study has a result of 0.648 (Large GoF). So in this study it means that there is a match or conformity between the observation results and the frequency obtained based on the expected value.

Hypothesis Testing

After testing the validity, reliability, and knowing the results of goodness of fit, the next step is to conduct a hypothesis test. The results of this research hypothesis testing are based on the significance value or Tstatistic value. The variables used can be said to be significant if the significance value is >1.96 at a significance level (p-values) of less than 5%. This means that there is an influence between variables and the hypothesis can be accepted.

Based on the results of the study conducted on employees of PT. Kimia Farma Diagnostika, there are several important findings that describe the relationship between career adaptability, perceived overqualification, and turnover intention.

First, the test results show that career adaptability has a positive and significant effect on turnover intention. The t-statistic of 4.888 and p-value of 0.000 indicate that the higher an employee's career adaptability, the more likely they are to have the intention to change jobs. This phenomenon is in accordance with previous studies showing that employees who have good career adaptability tend to seek new opportunities, especially in situations of uncertainty about their career future (Chan et al., 2016; Klehe et al., 2011). Employees who are able to adapt to changes, both in work and the work environment, may feel that they can find jobs that are more in line with their career goals, thereby increasing the intention to leave their current organization (Yang et al., 2015).

Furthermore, this study also shows that career adaptability has a positive effect on perceived overqualification. This result is supported by a t-statistic of 6.967 and a p-value of 0.000, indicating that employees with high career adaptability are more likely to feel that they are overqualified for the jobs they do. This is related to previous studies that revealed that employees who are able to adapt quickly to changes in their jobs may feel that their jobs are less challenging, causing them to feel overqualified for the position (Yang et al., 2015; de Guzman & Choi, 2013).

In addition, perceived overqualification was shown to have a positive effect on turnover intention. The third hypothesis test revealed a t-statistic of 6.373

Table 5. Direct Effect Hypothesis Test

Path	Coefficient Value	P-values	T statistics	Information	Conclusion
Career adaptability → Turnover Intention	0.369	0.000	4.888	Significant	H ₁ accepted
Career adaptability → Perceived Overqualification	0.611	0.000	6.967	Significant	H ₂ accepted
Perceived Overqualification → Turnover Intention	0.549	0.000	6.373	Significant	H ₃ accepted

Data Source : Processed by Researchers, 2024

and a p-value of 0.000, indicating that employees who feel overqualified are more likely to have the intention to change jobs. This phenomenon is in line with previous studies that show a positive relationship between perceived overqualification and turnover intention (Maynard et al., 2006; McKee-Ryan et al., 2009). Employees who feel that their skills and potential are not being utilized optimally by their jobs tend to feel frustrated, which increases their intention to seek other opportunities outside their organization.

Based on table 6. it can be seen that all relationships between variables have a direct and significant influence because they have a t-statistic value > 1.96 at a significance of 5%. Therefore, the next stage is to test the indirect mediation effect on the perceived overqualification variable.

This study also found that career adaptability has a positive effect on turnover intention through perceived overqualification. The results of the fourth hypothesis test revealed a t-statistic of 5.396 and a p-value of 0.000, indicating that perceived overqualification serves as a mediator in the relationship between career adaptability

and turnover intention. Employees who have a high level of career adaptability are more likely to feel overqualified for their jobs, which in turn increases their intention to leave the organization and seek more challenging opportunities out there (Maynard & Parfyonova, 2013; Biaobin et al., 2021). Thus, it can be concluded that perceived overqualification mediates the relationship between career adaptability and turnover intention. So H4 is accepted.

Overall, the results of this study provide important insights that career adaptability (Figure 6) not only affects turnover intention directly but also through feelings of perceived overqualification. Employees who feel that they have higher abilities than those required in their jobs tend to seek other opportunities that are more in line with their potential, which ultimately increases their intention to leave the organization. These findings reinforce the importance of good career management in organizations to retain employees and reduce turnover rates.

MANAGERIAL IMPLICATIONS

Based on the research results obtained by the

Table 6. Indirect Effect Hypothesis Test

Path	Coefficient Value	P-values	T statistics	Information	Conclusion
Career Adaptability → Perceived Overqualification → Turnover Intention	0.335	0.000	5.396	Significant	H ₄ accepted

Data Source : Processed by Researchers, 2024

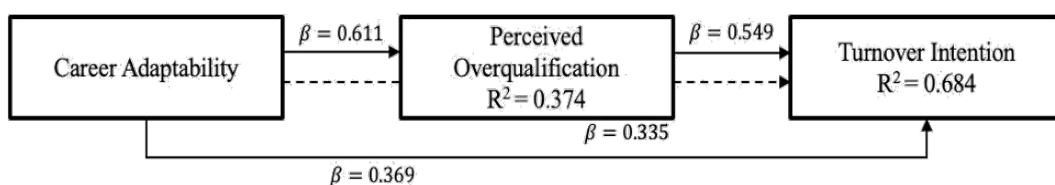


Figure 6. Research Model and Analysis Results

researcher, a practical contribution can be made, namely, the results of this study can provide insight to the management of PT. Kimia Farma Diagnostika about the importance of paying attention to factors such as career adaptability and perceived overqualification in an effort to increase employee retention. With a better understanding of the factors that influence employees' decisions to stay or move, management can design more effective strategies in retaining quality employees and reducing turnover rates.

CONCLUSIONS

Based on the results of the study on validity, reliability, and correlation tests, the temporary conclusions of this study can be stated as follows: First, all items in the research variables are declared valid and reliable. Furthermore, the first hypothesis test is accepted. Career adaptability has a positive and significant effect on Turnover Intention of PT. Kimia Farma Diagnostika employees. The second hypothesis test is accepted. Career adaptability has a positive and significant effect on Perceived

Overqualification of PT. Kimia Farma Diagnostika employees. The third hypothesis test is accepted. Perceived Overqualification has a positive and significant effect on Turnover Intention of PT. Kimia Farma Diagnostika employees. The fourth hypothesis test is accepted. Career adaptability has a positive and significant effect on Turnover Intention mediated by Perceived Overqualification.

The theoretical contribution that can be provided by researchers based on the research results that have been obtained is that this study broadens the understanding of the relationship between career adaptability, perceived overqualification, and turnover intention in employees. This can be a valuable theoretical basis for further research in this field. Finally, this study also provides new insights into how perceived overqualification can be a mediator between career adaptability and turnover intention, which can enrich the literature on factors that influence employees' decisions to stay or move from an organization. ■

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