

Reframing Turnover Intention: Exploring the Influence of Career Identity, Career Success, and Social Support Through Work Engagement

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ABSTRACT

This study investigates the influence of career identity, career success, and social support on turnover intention, with work engagement serving as a mediating variable among PT employees. Bank Mandiri (Persero) Tbk in Jakarta. The study aims to analyze the direct and indirect relationships among these variables and to examine the mediating role of work engagement in reducing employees' intention to leave the organization. The population consisted of all employees working at the head office, branch offices, and regional offices in Jakarta. Using stratified proportional sampling, 277 respondents were selected. The findings reveal that career identity, career success, and social support significantly enhance work engagement. In addition, work engagement has a significant negative effect on turnover intention and partially mediates the relationship between the independent variables and turnover intention. Theoretically, this study enriches the literature on turnover intention by integrating career-related and social contextual factors within a mediation framework. The study is limited to a single organization and geographic area. Future research should involve multiple organizations, diverse sectors, and longitudinal approaches to improve generalizability and causal inference.

Keywords: Career Identity; Career Success; Social Support; Work Engagement; Turnover Intention



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INTRODUCTION

The banking industry is confronted with significant challenges related to employee turnover intention, which may adversely affect organizational performance and long-term stability (Hom et al., 2020; Park & Min, 2020). High turnover rates can result in the loss of valuable human capital, increased recruitment and training costs, and reduced service quality (Hancock et al., 2022). Prior studies indicate that employees with strong turnover intentions often experience low job satisfaction, limited organizational support, and restricted opportunities for career development (Alshaabani et

al., 2021; Karatepe & Olugbade, 2021). This issue is particularly critical in the banking sector, which depends heavily on sustained customer relationships, service reliability, and the effective management of complex financial operations (Otoo, 2020). Employee continuity is essential to maintaining customer trust and ensuring operational efficiency. Therefore, organizations in the banking industry must identify the determinants of turnover intention and implement evidence-based strategies to mitigate its impact. As one of Indonesia's leading financial institutions, PT. Bank Mandiri (Persero) Tbk needs to understand the key factors influencing employees' turnover intention to develop effective retention strategies and maintain organizational competitiveness.

Previous research, as revealed by Ahmad et al. (2021), shows that organizational support and limited career development opportunities play an important role in influencing turnover intention in the banking sector. Recent studies indicate that internal factors such as career identity, career success, social support, and work engagement significantly influence employees' decisions to stay in or leave their organizations. Career identity strengthens employees' professional self-concept and organizational attachment, thereby reducing turnover intention (Ng & Sorensen, 2021; Parker, Jimmieson, & Christian, 2020). Career success, both objective and subjective, is associated with lower intention to leave when employees perceive positive career advancement (Gao & Li, 2023; Santos, Garcia, & Marinho, 2022). Social support from supervisors and colleagues contributes to reduced turnover intention by enhancing well-being and positive work attitudes (Hakanen, Perhoniemi, & Toppinen-Tanner, 2020; Zhao & Lee, 2021), while work engagement characterized by vigor, dedication, and absorption has been shown to strengthen organizational commitment and retention (Bakker, Demerouti, & Sanz-Vergel, 2020; Christian, Garza, & Slaughter, 2023). However, research examining the combined and interactive effects of these factors within the banking sector, particularly in Indonesian banking institutions such as PT Bank Mandiri, remains limited. Career identity has an important relationship with turnover intention (Parker, Jimmieson, & Christian, 2020). Employees with a clear career identity feel more attached to the job and are more inclined to remain in the organization (Liu et al. 2020). Those who have a strong understanding of their career goals will feel more connected to the job and the organization they work for. Conversely, employees who don't have a clear career identity may find their confusion unsolvable and ultimately decide to look for other opportunities. Furthermore, how employees perceive their career success also affects their decision to remain with an organization (Santos, Garcia, & Marinho, 2022). A study by Santos et al. (2022) revealed that reaching career goals and recognizing employee contributions are strongly associated with higher job satisfaction and lower intentions to leave the job. The career success felt by employees can increase a sense of pride and loyalty to the company. PT. Bank Mandiri, which offers a variety of career paths, needs to understand how employees rate their career success to create opportunities that can motivate them to stay.

Social support, both from superiors and colleagues, is another important factor that affects turnover intention (Hakanen, Perhoniemi, & Toppinen-Tanner, 2020). Hakanen et al. (2020) demonstrated that supportive leadership and coworker support contribute to employees' well-being and positive work attitudes, which in turn reduce their intention to leave the organization. Research by Zhao and Lee (2021) shows that high social support can alleviate stress and enhance job satisfaction, which in turn lowers the intention to quit work. Employees who feel supported by colleagues or superiors tend to possess a higher sense of belonging to the work and the organization. At PT. Bank Mandiri, where there is a lot of interaction between cross-functional teams, is important to explore how social support can help with increased work engagement and reduce turnover intention. Work engagement is another crucial factor that affects turnover intentions (Christian, Garza, & Slaughter, 2023). Christian et al. (2023) explain that employees with higher levels of vigor, dedication, and absorption tend to demonstrate stronger organizational commitment and are less likely to express intentions to leave their organization. According to research by Kantén and Unutmaz (2019), employees who are emotionally and mentally invested in their work are more likely to stay with the organization. High job engagement is associated with improved performance, job satisfaction, and organizational commitment. When employees feel more connected to their work, they will be more likely to persevere despite the challenges in the work environment. It is essential to understand how the level

of employee attachment at PT. Bank Mandiri influences turnover intentions, particularly amidst the evolving dynamics of the banking sector.

Although these factors have been widely discussed in research, the integration between career identity, career success, social support, and work engagement in one comprehensive framework is still limited, especially in the banking sector. Research by Gao and Li (2023) suggests that the integration of these factors can provide a more holistic understanding of their effect on turnover intention. However, the majority of these studies were carried out in other sectors, while the banking sector, especially PT. Bank Mandiri still receives minimal attention. This study aims to explore more deeply how career identity, career success, social support, and work engagement interact and influence turnover intention in PT. Bank Mandiri. This research is expected to provide deeper insights for management in designing more effective strategies to enhance employee retention. This is crucial for fostering a stable work environment, lowering recruitment expenses, and enhancing the company's long-term performance. As one of the leading banks in Indonesia, PT. Bank Mandiri faces challenges to retain quality employees, despite significant growth in assets and credit. Based on employee turnover data recorded in Tables 1 and 2, it is evident that there are variations in the number of employees joining and leaving during the 2021-2023 period. Although the number of employees joining in 2023 is higher, the fairly high turnover rate, both at the head office and branches, remains a challenge. Therefore, effective HR management is needed by analyzing factors that affect turnover intention, such as employee engagement and career identity. This study will also explore further the significance of work engagement as a mediator that can connect factors such as career identity, career success, and social support with turnover intention. This will provide a clearer understanding of how internal factors contribute to influencing an employee's decision to remain or depart from the company. The findings of this study are anticipated to offer strategic recommendations for the management of PT. Bank Mandiri to increase employee retention and create a more productive and stable work environment, amid the challenges of rapid changes in the banking sector.

LITERATURE REVIEW

Career Identity

Career identity, according to Guan et al. (2019), includes a person's perception of their professional role, values, and goals in the context of a career. This is an aspect of identity that continues to evolve with experiences and changes in the work environment, helping individuals determine their career direction, giving meaning to their work, and strengthening their emotional connection to their profession. According to De Vos and Soens (2020), career identity involves a person's perception of professional values, goals, and motivations that shape career perspectives and directions, serving as the core of self-concept that influences career choices, professional development, and the decision to survive or thrive in work.

Career Success

Career success not only measures external achievements such as job title or salary, but also includes work flexibility, psychological well-being, and alignment between work and personal life (Greenhaus & Allen, 2022). Briscoe & Hall (2022) added that career success can be seen from personal satisfaction, achievement of professional goals, and the capacity to adjust to change and challenges in the world of work. Wrzesniewski et al. (2023) state that career success involves personal meaning in work, inner satisfaction, and well-being resulting from the job. A successful career focuses not only on external achievements, but also on a feeling of meaning, greater contribution, and along with the capacity to maintain a good work-life balance. In conclusion, career success includes an individual's achievements in a career, such as job title, salary, and promotion, as well as a level of personal satisfaction that varies according to individual goals and principles.

Social support

Social support, according to Shin and Choi (2022), is a person's view of the attention and understanding received, which includes emotional, informational, and instrumental support. This

support is important in reducing the influence of stress on psychological health. Social support has two main roles: as a direct driver of individual well-being and as a buffer mechanism that reduces the impact of stress. Kong and You (2024) claim that social support boosts subjective well-being and helps individuals manage stress. Taylor (2023) asserts that social support can lower anxiety and improve a sense of security and psychological and physical health. Acoba (2024) identifies three key aspects of social support: emotional support, instrumental support, and informational support, all of which play a role in improving psychological well-being and career success.

Work Engagement

Work engagement refers to positive psychological engagement, characterized by high energy, enthusiasm, and dedication to work. Taylor et al. (2023) claimed that work engagement can increase with organizational support, growth opportunities, and autonomy in work. Schaufeli and Bakker (2023) emphasize deep emotional and cognitive attachment to work, improve performance and job satisfaction, and reduce burnout. Christian et al. (2023) highlight the importance of energy, dedication, and focus at work, supported by factors from outside, including social support and a supportive work environment. Saks (2023) highlighted that work engagement has a beneficial impact on employee performance, job satisfaction, and psychological well-being, with supportive organizations increasing productivity and retention.

Turnover Intention

Turnover intention is an employee's wish to resign from an organization, often triggered by a lack of job satisfaction, low job engagement, or dissatisfaction with work-life balance. Factors such as work engagement, job satisfaction, and job stress also influence turnover intention, where employees who are more engaged and satisfied tend to show lower exit intention (Agarwal et al. 2021). Social support, interpersonal relationships, & work-life balance also affect turnover intention (Kwahk & Lee, 2021).

Career Identity and Turnover Intention

Career identity affects the intention to leave the job. This statement is consistent with the findings of Lee et al. (2019), who state that when employees feel their role is in line with their personal career aspirations and goals, they tend to be more attached to the organization and less motivated to look for other jobs. Employees who have a strong attachment to their professional identity are more likely to remain committed to the organization, which in turn reduces the chances of pursuing other career opportunities (Guan et al., 2022). According to this explanation, the following hypothesis may be established:

H1: There is a negative influence of career identity on turnover intention.

Career Identity and Work Engagement

Wu et al. (2022) discovered a strong relationship between career identity and work attachment, where career identity affects work attachment. Abadi et al. (2023) stated that employees who actively learn informally have a stronger career identity, which increases work attachment. Meng et al. (2023) found that career identity acts as a mediator between psychological resilience and work attachment, indicating that a strong career identity can improve work-life quality and work attachment among nurses. According to this explanation, the following hypothesis may be established:

H2: There is a positive influence of career identity on work engagement.

Career Success and Turnover Intention

Career success has an effect on turnover intention. This statement is consistent with the research of Kumar and Sinha (2021), who found that success in a career increases a positive perception of the organization, which reduces the desire to look for another job. Kumar et al. (2022) showed that employees who achieve career goals are more dedicated to their work and organization. Bai et al. (2023) emphasized that success in a career increases job satisfaction, which is related to a decrease in exit intentions. According to this explanation, the following hypothesis may be established:

H3: There is a negative influence of career success on turnover intention.

Career Success and Work Engagement

Career success has an effect on work engagement. This statement is in line with the research of Vigoda-Gadot and Beeri (2019), who found that employees who felt successful in their careers had higher attachment due to increased autonomy and intrinsic motivation. Meyer and Gagne (2020) stated that career success increases job satisfaction and engagement. Wang and Yang (2023) found that success in the workplace provides an additional sense of accomplishment and motivation, which has a positive impact on employee engagement. According to this explanation, the following hypothesis may be established:

H4: There is a positive influence of career success on work engagement.

Social Support and Turnover Intention

López-Cabarcos et al. (2021) discovered that social support in a stressful workplace reduces emotional fatigue and increases emotional commitment to the organization, lowering turnover intention. Bajaba et al. (2022) found that social support at work and from family helps reduce conflicts between work and family roles, lowers stress, and decreases turnover intentions. According to this explanation, the following hypothesis may be established:

H5: There is a negative influence of social support on turnover intention.

Social Support and Work Engagement

Cheung and Yip (2022) discovered that social support improved motivation and performance at work. Talebzadeh and Karatepe (2020) stated that support from colleagues and superiors has a significant impact on work engagement, which in turn improves performance and job satisfaction. Simbula et al. (2023) showed that social support from superiors and co-workers increases employee engagement at work. According to this explanation, the following hypothesis may be established:

H6: There is a positive influence of social support on work engagement.

Work Engagement on Turnover Intention

Muchtadin (2022) stated that the greater the work engagement, the less the employee intends to leave the organization. Fauzia and Marwansyah (2020) and Astuty et al. (2023) also found a negative and impactful influence between work attachment and employee intention to leave. Research from Kisahwan et al. (2021), Annisa et al. (2022), Kissi et al. (2023), Wicaksono (2020), and Muchtadin (2022) supports the finding that changes in turnover intention are influenced by work attachment. According to this explanation, the following hypothesis may be established:

H7: There is a negative influence of work engagement on turnover intention.

Career Identity and Turnover Intention with Work Engagement as Mediation

A study by Wang et al. (2021) found that career identity significantly influences work attachment. Employees who have a strong sense of career identity are inclined to show higher commitment and are more committed to their work. This contributes to a reduction in the intention to change jobs, because they feel more attached to the role they are in. Missye and Hosen (2024) analyze how career identity affects the intention to leave a job by considering job attachment and job satisfaction as variables that function as mediators. The results of this study suggest that career identity, job satisfaction level, and job attachment have a negative effect on the intention to move. According to this explanation, the following hypothesis may be established:

H8: Work engagement mediates the influence of career identity on turnover intention.

Career Success and Turnover Intention with Work Engagement as Mediation

Research by Dewi et al. (2023) shows that success in a career has a positive impact on work attachment. When employees feel they have achieved success in their careers, they show a higher level of attachment, which contributes to a reduction in the intention to change jobs. These findings highlight the significance of management support and career development opportunities in increasing job engagement, which has an impact on the decision to stay in the company. According to this explanation, the following hypothesis may be established:

H9: Work engagement mediates the influence of career success on turnover intention.

Social Support and Turnover Intention with Work Engagement as Mediation

Shin and Lee (2023) analyzed the effect of social support provided by colleagues on the level of work attachment and the desire to change jobs. Social support has an effect on increasing job attachment and indirectly decreasing employees' desire to leave work. Jiang and Gu (2023) showed that social support has a positive influence on increasing job attachment, which in turn lowers the intention to change jobs. Ali and Naeem (2022) examined the impact of social support provided by management on job attachment and employee intention to change jobs in the banking sector. The findings of the study found that high levels of social support were positively correlated with increased job attachment and reduced intention to change jobs. According to this explanation, the following hypothesis may be established:

H10: Work engagement memediasi pengaruh social support terhadap turnover intention.

According to the above explanation, the conceptual framework is presented as follows:

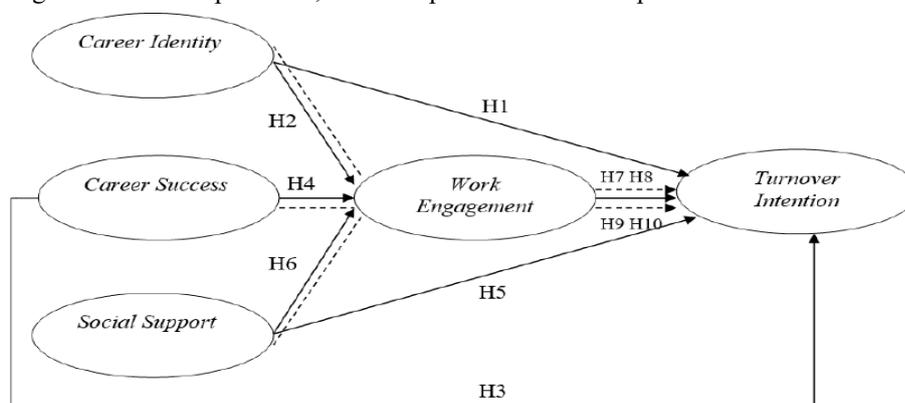


Figure 1. Conceptual Framework
Source: Author's elaboration based on literature review

METHODS

A quantitative approach is employed in this study. Research data were gathered through questionnaires. In measuring the questionnaire used, question items through a 5-point scale. This study uses an organized approach to segments proportional sampling technique to select a sample from the employee population of PT. Bank Mandiri (Persero) Tbk, which totals 15,200 people working in Jakarta. The minimum sample measurement refers to Hair et al. (2019), which suggests using a minimum sample of 5 - 10 observations of each estimation statement indicator. In this study, the number of statement indicators is 52, including 4 career identity items, 24 career success items, 3 social support items, 3 work engagement items, and 18 turnover intention items. The total sample in this study was 277. Each variable in this research is verified for validity and reliability. The data analysis method applied in this study was Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships among the research variables. In addition, descriptive statistical analysis was conducted by calculating the mean scores of respondents' answers to describe their perceptions of each construct.

RESULT AND DISCUSSION

Table 1. Respondent characteristics

Characteristic	Total	Percentage (%)
Gender		
Male	130	46,9

Female	147	53,1
Total	277	100,0
Age		
<30 years old	54	19,5
30 - 40 years old	151	54,5
> 40 - 50 years old	53	19,1
> 50 years old	19	6,9
Total	277	100,0
Length of Work		
<5 years	37	13,4
5-10 years	87	31,4
>10-15 years	91	32,9
>15-20 years	40	14,4
>20 years	22	7,9
Total	277	100,0
Education		
Diploma	2	0,7
S1	230	83
S2	45	16,2
Total	277	100,0

Source: Primary data processed by the authors

Of the 277 respondents studied, it reveals that 147 women make up the majority of the respondents in this study (53.1%), aged 30-40 years (54.5%), 230 people (83%) have last education in S1, 91 people (32.9%) have worked >10-15 years.

Validity Test

Table 2. Discriminant Validity (HTMT Criterion)

Construct	Career Identity	Social Support	Work Engagement	Turnover Intention
Career Identity	–	0.862	0.874	0.881
Social Support	0.862	–	0.883	0.889
Work Engagement	0.874	0.883	–	0.895
Turnover Intention	0.881	0.889	0.895	–

Source: Processed research data using the HTMT

Discriminant validity was evaluated using the Heterotrait–Monotrait Ratio (HTMT). As shown in Table 2, all HTMT values range between 0.862 and 0.895, which are below the recommended threshold of 0.90 (Hair et al., 2021). Although the constructs demonstrate relatively strong correlations, the values remain within the acceptable limit, confirming that discriminant validity is established.

Reliability Test

The rationale for making this decision regarding the reliability test is as follows:

1. If Cronbach's coefficient Alpha ≥ 0.60 , then the statements in the questionnaire are suitable for use (construct reliability).
2. If Cronbach's coefficient alpha ≤ 0.60 , the statements in the questionnaire are not suitable for use (construct unreliable).

Table 3. Reliability Test

Variable	Number of Items	Cronbach's Alpha	Composite Reliability	Decision
Career Identity	4	0.892	0.925	Reliable
Career Success	24	0.953	0.962	Reliable
Social Support	3	0.871	0.920	Reliable

Source: Processed research data based on reliability criteria

Internal consistency reliability was assessed using Cronbach's Alpha and Composite Reliability (CR). Composite Reliability is considered a more appropriate reliability measure in PLS-SEM because it accounts for the different outer loadings of indicators (Garson, 2016). A construct is considered reliable if Cronbach's Alpha and CR values exceed the threshold of 0.70. As shown in Table 3, all constructs demonstrate Cronbach's Alpha values ranging from 0.871 to 0.971 and Composite Reliability values ranging from 0.920 to 0.978. Since all values exceed the recommended threshold, the constructs exhibit satisfactory internal consistency reliability. Therefore, all variables in this study are considered reliable and suitable for further analysis.

Goodness of Fit

Table 4. Goodness of Fit

	Saturated Model	Estimated Model
SRMR	0.056	0.056
d_ ULS	1.467	1.467
d_ G	0.810	0.810
Chi-Square	1250.373	1250.373
NFI	0.832	0.832
RMS Theta	0.122	

Based on this output, it was obtained that the SRMS value was 0.056, which is <0.1 . In addition, the NFI value is 0.832, which is <0.900 , but it can be considered a marginal fit. The RMS_theta value was 0.122; the three indicators are close to a value of 0, which suggests that the model meets the conformity criteria. As a result, the model can be regarded as valid and efficient in illustrating the relationship between the variables.

Data Analysis

Table 5. Structural Model Results

Endogenous Variable	Exogenous Variable	Path Coefficient (β)	t-value	p-value
Work Engagement	Career Identity	0.246	3.872	0.000
Work Engagement	Career Success	0.418	7.156	0.000
Work Engagement	Social Support	0.364	6.204	0.000
Turnover Intention	Career Identity	-0.198	2.943	0.003
Turnover Intention	Career Success	0.067	1.214	0.225
Turnover Intention	Social Support	-0.284	4.112	0.000
Turnover Intention	Work Engagement	-0.331	5.087	0.000

Source: Processed research data using PLS-SEM

The bootstrapping results at a 5% significance level ($\alpha = 0.05$) indicate that most structural paths have t-values greater than 1.96 and p-values less than 0.05, and are therefore considered statistically significant. Career Identity, Career Success, and Social Support have a positive and significant effect on Work Engagement. Work Engagement has a negative and significant effect on Turnover

Intention, indicating that higher levels of work engagement are associated with lower turnover intention among employees. However, Career Success does not have a direct effect on Turnover Intention ($p > 0.05$), suggesting that its influence is indirect and operates through Work Engagement.

Table 6. Coefficient of Determination (R^2)

Endogenous Variable	R^2	Interpretation
Work Engagement	0.681	Substantial
Turnover Intention	0.472	Moderate

Source: Processed research data using PLS-SEM

The R^2 value of 0.681 indicates that 68.1% of the variance in Work Engagement can be explained by Career Identity, Career Success, and Social Support. This value falls into the substantial category. The R^2 value of 0.472 indicates that 47.2% of the variance in Turnover Intention can be explained by Career Identity, Career Success, Social Support, and Work Engagement. This value is considered moderate, indicating that the model has adequate predictive capability.

Hypothesis Test

In this study, there are 10 hypotheses to be tested. Hypothesis testing is conducted to assess whether each variable has a significant effect. The basis for making hypothesis test decisions, according to Hair et al. (2019), is as follows:

1. If the p -value ≤ 0.05 , then H_0 is not supported and H_a is supported (supported).
2. If the p -value > 0.05 , then H_0 is supported and H_a is not supported (not supported)

Table 5. Hypothesis Test Results

Hypothesis	Estimasi	p-value	Conclusion	Hypothesis
H1: There is a negative effect of CI on IT	-0,134	0,031	H1 is supported	H1: There is a negative effect of CI on IT
H2: There is a positive effect of CI on WE	0,100	0,029	H2 is supported	H2: There is a positive effect of CI on WE
H3: There is a negative effect of CS on TI	0,032	0,363	H3 not supported	H3: There is a negative effect of CS on TI
H4: There is a positive effect of CS on WE	0,445	0,000	H4 is supported	H4: There is a positive effect of CS on WE
H5: There is a negative effect of SS on TI	-0,226	0,003	H5 is supported	H5: There is a negative effect of SS on TI
H6: There is a positive effect of SS on WE	0,331	0,000	H6 is supported	H6: There is a positive effect of SS on WE
H7: There is a negative effect of WE on IT	-0,250	0,002	H7 is supported	H7: There is a negative effect of WE on IT
H8: WE mediate the effect of CI on IT	-0,025	0,086	H8 not supported	H8: WE mediate the effect of CI on IT
H9: WE mediate the effect of CS on IT	-0,111	0,002	H9 is supported	H9: WE mediate the effect of CS on IT
H10: WE mediate the effect of SS on IT	-0,083	0,005	H10 is supported	H10: WE mediate the effect of SS on IT

Source: Processed research data using PLS-SEM

Career Identity and Work Engagement

Career identity reflects how individuals define themselves within their professional roles and how strongly they internalize their occupational values (De Vos & Soens, 2008; Ashforth et al., 2019). In this study, the relationship between career identity and work engagement can be interpreted through the lens of social cognitive career theory, which emphasizes the role of self-concept in

shaping motivation and behavioral outcomes (Lent et al., 2020). Individuals with a clearly defined professional identity are more likely to perceive their work as meaningful, which subsequently enhances engagement (May et al., 2024; Wrzesniewski et al., 2023). Engagement, as conceptualized in the JD-R framework, emerges when personal resources such as identity interact positively with job demands and resources (Bakker et al., 2020; Schaufeli & Bakker, 2020). Respondents' demographics provide additional explanatory depth. If the sample is dominated by early-career employees, identity formation may still be evolving, which can moderate the strength of engagement (De Cuyper et al., 2019). Younger employees often seek validation and developmental opportunities to consolidate their professional identity, making engagement more sensitive to contextual support (Ng & Sorensen, 2021). Studies among nurses and healthcare workers further demonstrate that career identity strengthens psychological resilience and engagement, particularly when quality of work life is satisfactory (Meng et al., 2023; Wang & Yang, 2023). Moreover, informal learning and developmental experiences contribute to identity consolidation and subsequently enhance engagement (Ali Abadi et al., 2023). Career identity not only predicts engagement but also influences broader organizational attitudes, including commitment and psychological attachment (Parker et al., 2020; Liu et al., 2020). Therefore, the demographic composition of respondents, especially tenure and career stage, plays a crucial role in interpreting how identity translates into sustained work engagement.

Career Success and Work Engagement

Career success, both subjective and objective, is closely associated with motivation and professional fulfillment (Briscoe & Hall, 2022; Greenhaus & Allen, 2022). Employees who perceive themselves as successful tend to experience higher intrinsic motivation, which strengthens engagement (Kim et al., 2021; Vigoda-Gadot & Beerli, 2019). Meaningful achievement enhances psychological ownership of work roles, reinforcing engagement as a positive and energetic state (Christian et al., 2023; Meyer & Gagné, 2020). Demographically, employees in mid-career stages may interpret success differently compared to early-career employees. Younger workers may define success through promotions and rapid advancement, while more experienced employees may value stability and work-life integration (Rosenberg et al., 2021; Wrzesniewski et al., 2023). These differences influence how career success translates into engagement. Research suggests that work flexibility and balance significantly shape perceptions of career accomplishment (Greenhaus & Allen, 2022). Furthermore, career satisfaction contributes to organizational commitment and engagement, which subsequently influence retention (Singh et al., 2021; Santos et al., 2022). The presence of external career opportunities may also shape how employees interpret their success and commitment to their current organization (Jiang et al., 2020; Lee et al., 2021). Thus, respondents' age distribution and tenure profile enrich the interpretation of how career success strengthens engagement.

Social Support and Work Engagement

Social support represents a critical job resource that buffers stress and fosters engagement (Hakanen et al., 2020; Talebzadeh & Karatepe, 2020). According to the JD-R model, supportive leadership and collegial relationships enhance motivational processes, leading to stronger engagement (Schaufeli & Bakker, 2020; Saks, 2023). Emotional and informational support reduces perceived strain and increases psychological safety (Taylor, 2023; Acoba, 2024). Demographic factors further shape this relationship. Younger employees may rely more heavily on supervisory guidance, whereas experienced employees may benefit more from peer recognition (Shin & Choi, 2022). Studies indicate that managerial social support significantly enhances engagement and reduces turnover intention, particularly in service and banking sectors (Ali & Naem, 2022; Karatepe & Olugbade, 2021). Additionally, perceived social support influences well-being and self-esteem, which indirectly enhances engagement (Kong & You, 2024; Huang et al., 2022). Organizational commitment and retention are strengthened when employees feel supported by supervisors and colleagues (Ducharme & Martin, 2020). Therefore, demographic variations in age and tenure deepen the understanding of how social support functions as a motivational catalyst.

Career Identity and Turnover Intention

Turnover intention has long been examined as a precursor to actual turnover behavior (Hom et al., 2020; Hancock et al., 2022). Career identity reduces turnover intention by increasing psychological attachment and alignment with organizational values (Guan et al., 2022; Zhang et al., 2022). When individuals strongly identify with their profession and organizational role, leaving becomes psychologically costly (Liu et al., 2020). Respondents in early career phases may display fluctuating turnover intentions due to identity exploration and external opportunities (Lee et al., 2021). Conversely, experienced employees with consolidated career identities demonstrate stronger retention tendencies (Wang et al., 2022). This aligns with findings that career identity strengthens loyalty and reduces withdrawal behaviors (Ng & Sorensen, 2021). Moreover, identity clarity enhances job embeddedness and reduces the appeal of alternative employment (Guan et al., 2022). Organizational support further moderates this relationship (Alshaabani et al., 2021). Demographic structure, therefore, provides meaningful context for understanding the protective role of career identity.

Career Success and Turnover Intention

Perceived career success influences turnover intention through satisfaction and commitment pathways (Kim & Park, 2020; Santos et al., 2022). Employees who perceive stagnation may seek alternative employment, especially when external opportunities are visible (Jiang et al., 2020; Lee et al., 2021). Conversely, fulfilled career expectations strengthen retention (Singh et al., 2021). Demographic composition again matters. Younger employees often prioritize rapid growth, making unmet expectations more likely to increase turnover intention (Otoo, 2020; Santhanam et al., 2021). In contrast, mature employees may value stability and long-term career integration (Briscoe & Hall, 2022). Work-life balance and perceived fairness also shape how career success affects retention (Kwahk & Lee, 2021; Greenhaus & Allen, 2022). Thus, demographic characteristics enrich the interpretation of how success perceptions influence employees' decisions to stay or leave.

Social Support and Turnover Intention

Social support acts as a protective factor against turnover intention (Zhao & Lee, 2021). Supportive climates enhance well-being and reduce emotional exhaustion (Lopez-Cabarcos et al., 2021). When employees perceive strong managerial and peer support, they are less likely to consider leaving (Ali & Naeem, 2022; Karatepe & Olugbade, 2021). Demographic groups may respond differently to support. Younger employees may depend more on mentorship, while senior employees may value autonomy-supportive leadership (Hakanen et al., 2020). Social support also enhances job satisfaction, which mediates turnover intention (Alshaabani et al., 2021; Park & Min, 2020). Additionally, support mitigates perceived stress and strengthens psychological resilience (Acoba, 2024; Kong & You, 2024). These mechanisms collectively reduce turnover intention across demographic categories.

Work Engagement and Turnover Intention

Work engagement consistently predicts lower turnover intention (Kanten & Unutmaz, 2019; Fauzia & Marwansyah, 2020; Muchtadin, 2022). Engaged employees experience vigor, dedication, and absorption, which strengthen organizational attachment (Saks, 2019; Christian et al., 2023). From a demographic perspective, tenure influences the stability of engagement. Employees with longer tenure have higher psychological investment, reducing withdrawal tendencies (Hom et al., 2020). Conversely, early-career employees may display less stable engagement patterns. Meta-analytic evidence confirms that engagement reduces voluntary turnover and enhances firm performance (Hancock et al., 2022; Agarwal et al., 2021). Within the JD-R framework, engagement mediates the relationship between job resources and retention outcomes (Bakker et al., 2020; Schaufeli & Bakker, 2020). Thus, engagement operates as a central explanatory mechanism linking career and support variables to turnover intention.

CONCLUSIONS

The findings of this study reveal that out of the 10 proposed hypotheses, two are not supported: the direct effect of career support on turnover intention and the indirect effect of career identity on turnover intention through work engagement. Work engagement does not act as a mediator between career identity and turnover intention, suggesting that the impact of career identity on turnover intention is direct, without the involvement of work engagement as a mediating factor. However, work engagement fully mediates the relationship between career success and turnover intention, while it partially mediates the relationship between social support and turnover intention. The results of this study are expected to serve as a valuable source of information for companies to improve employee performance. The managerial implications in this study that companies can apply to reduce the grout for employee departure are by providing clear career paths, self-development opportunities, and rewards for contributions. Mentoring programs, constructive performance evaluations, and alignment of personal and organizational values are also important to strengthen career identity. Management needs to provide clear career development opportunities, including promotion pathways, training, and work experience that support professional growth. Creating a supportive work environment by building a collaborative and inclusive culture, team-building activities that strengthen relationships between employees, and emotional support from superiors can increase work engagement and loyalty. Future research should explore additional factors that may influence turnover intention and work engagement. In particular, variables such as leadership style, organizational culture, and organizational policies may serve as important determinants of employees' decisions to remain with or leave the organization.

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