



Say Goodbye to the 'Great Resignation' Phenomenon: Why HRM Interventions Must Start Understanding the Psychological Dynamics that Drive Employees' Career Decision-Making

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Abstract

The Great Resignation underscores the imperative for integrating more strategic Human Resource Management (HRM) interventions to effectively address employees' evolving aspirations following the COVID-19 pandemic, which significantly contribute to the complexity of their Career Decision-Making (CDM). This study aims to offer a new perspective on conceptualizing the potential mediating and moderating factors influencing employees' CDM, while emphasizing the pressing urgency and relevance of HRM interventions. Utilizing a quantitative approach, data were collected from a diverse sample of 217 employees representing various industries, integrating both SPSS and PLS-SEM for data analysis. The findings of this study reveal several key valuable insights. Firstly, it was found that high Actual-Ideal Self-Discrepancy (AISD) significantly influences both the complexity of employees' CDM and Future Time Perspective (FTP). Specifically, high AISD is associated with increased complexity in CDM and a higher FTP. Furthermore, high FTP was identified as reducing CDM complexity, serving as a mediator in the relationship between high AISD and low complexity of CDM. However, it was also observed that high Willingness to Compromise (WTC) does not moderate the significant relationship between high AISD and high complexity of CDM. These findings highlight the importance of understanding the psychological dynamics that contribute to the complexity of employees' CDM. Organizations can use this knowledge to develop personalized interventions to mitigate turnover intentions and improve employee retention in the post-pandemic era.





Keywords: Great Resignation, Turnover Intention, Psychological Dynamics, Career Decision-Making, Human Resource Management Intervention

1. INTRODUCTION

The recent surge in the Great Resignation phenomenon has spurred a heightened awareness of the significant role Human Resource Management (HRM) (Binyamin & Carmeli, 2022) in deciphering the complex interplay between changing employee aspirations and Career Decision-Making (CDM). Termed as the “Great Resignation,” this phenomenon signifies a noteworthy upsurge in employee turnover observed across diverse industries in the aftermath of the COVID-19 pandemic (Cappelli & Keller, 2021). The surge in turnover is propelled by substantial underlying factors, as indicated by a recent survey by the Society for Human Resource (2021) which revealed that 33% of employees believe better career opportunities can be found elsewhere. Further enriching our understanding of this phenomenon, research from the Pew Research Center (2022) provides additional insights. According to their findings, a significant 63% of employees identified the lack of career advancement as a primary reason for leaving an organization. These findings collectively underscore the exigency for Human Resource Management (HRM) to devise interventions that effectively address the evolving aspirations of employees. However, the effectiveness of such interventions presents a formidable challenge when organizations persist in adhering to traditional HRM approaches (Chen et al., 2022), which predominantly prioritize organizational objectives over employee-centric needs (Chen et al., 2023), leading to a pervasive misalignment between employee aspirations and organizational realities. By predominantly accentuating organizational objectives, HRM may inadvertently sideline the career advancement prospects and developmental needs of employees, thus fostering career discontent. Hence, organizations must recognize the importance of striking a balance between organizational interests and employee needs (Liu *et al.*, 2021) when designing HRM interventions. Designing interventions that prioritize employee career advancement and development, as underscored by Boudreau and Ramaswamy's (2011) research, is imperative for achieving this balance and can ultimately lead to decreased employee turnover, as that satisfied and motivated employees are more likely to stay within the current organization. Nevertheless, it is essential for HRM to acknowledge that effectively addressing the turnover challenges posed by the Great Resignation requires a comprehensive approach transcending interventions singularly fixated on fulfilling employee aspirations. The multifaceted nature of this phenomenon necessitates a broader





understanding of the factors influencing CDM, acknowledging that it is not always linear and driven solely by preventive efforts like vertical mobility (Kao & Hung, 2021; Liem et al., 2023). While interventions like vertical mobility can be effective in preventing turnover intentions, they do not encompass the full complexities of CDM, which are shaped by psychological factors highlighted by Schwartz (2022). Interventions focused solely on career advancement may inadvertently lead to employees feeling disconnected from the organization's objectives (Ma et al., 2019), as their focus shifts towards personal interests and individual career objectives. HRM needs to consider additional psychological dynamics, such as Actual-Ideal Self-Discrepancy (AISD), mediating role of Future Time Perspective (FTP), and moderating role of Willingness to Compromise (WTC). Incorporating these variables as mediators and moderators can make this research compelling, as high AISD increases the likelihood of individuals feeling dissatisfied with their current careers and seeking alternative career aligned with their ideal selves (Duffy et al., 2012). Moreover, the mediating role of FTP has been proven to enhance optimism towards career decisions (Michel & Hargins, 2015), while the moderating role of high WTC can foster a more flexible and adaptive mindset, bolstering confidence in future career decisions (Parola, 2022). By exploring these variables as potential mediators and moderators, this research endeavors to provide a deeper understanding of the intricate dynamics influencing employees' CDM complexity.

2. THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

The causal relationship of the variables examined in this study will be explained through the research framework shown in Figure 1, as the basis for developing the five hypotheses below.



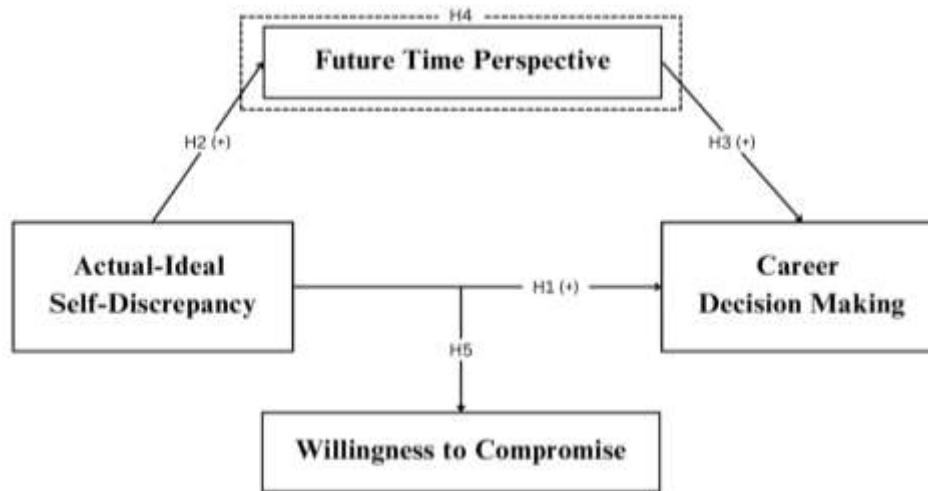


Figure 1. Hypothetical Conceptual Framework

2.1 The Relationship between Actual-Ideal Self-Discrepancy and Career Decision-Making Complexity

Career Decision-Making (CDM) is a complex process involved in making choices that determine career paths (Swanson & D’Achiardi, 2005). Informed decision-making, grounded in both self-knowledge and job knowledge (Brown & Brooks, 1996), stands as a crucial determinant for employees in navigating optimal career paths. Self-knowledge encompasses the identification of personal goals and interests (Feldman, 2021), while job knowledge entails the acquisition of insights into the specific tasks and responsibilities associated with different careers (Schmitt-Wilson & Welsh, 2012). A pivotal aspect of self-knowledge is the degree of Actual-Ideal Self-Discrepancy (AISD), which can further influence the complexity of CDM. AISD delineates the perceived disparity between an employee’s current self and their desired ideal self, engendering psychological pressure and a strong motivation for self-development to bridge the gap toward career success (Yuan et al., 2016). This psychological dynamic is particularly relevant in the context of the prevalent Great Resignation phenomenon, where widespread discontent and a fervent pursuit of better career prospects can accentuate the high level of AISD. Consequently, employees find compelled to explore alternative career paths more closely aligned with their ideal self-representation. Failure to acknowledge or address the ramifications of elevated AISD on the complexity of CDM may



precipitate heightened turnover intentions among employees. Without effective Human Resource Management (HRM) interventions aligned with employees' aspirations, organizations risk leaving employees feeling unfulfilled, which may prompt them to seek opportunities elsewhere (Chen et al., 2018; Lee et al., 2020; Zhou & Li, 2020). Thus, HRM interventions play an indispensable role in guiding employees toward career decisions that are aligned with their aspirations within the current organizational context (Zhang & Zhang, 2020). Through the implementation of such interventions, organizations can mitigate the likelihood of employees further contributing to the Great Resignation phenomenon (Johnson et al., 2021), thereby fostering heightened long-term retention rates and ushering in "great retention." In conclusion, based on the aforementioned explanation, the following hypothesis is proposed:

Hypothesis 1: High actual-ideal self-discrepancy has a significant influence on the employees' high complexity of career decision-making.

2.2 The Relationship between Actual-Ideal Self-Discrepancy and Future Time Perspective

The discrepancies between employees' beliefs regarding their representation in the workplace and the actual work environment are anticipated to have a substantial effect on their Future Time Perspective (FTP) (Van Vianen, 2000; Chen et al., 2019). Such discrepancies have been linked to disappointment among employees, subsequently shaping their perceptions of future possibilities (Park & O'Connell, 2019; Liu et al., 2019). Notably, these discrepancies may induce a shift in employees' time orientation, prompting a heightened focus on short-term objectives and immediate gratification, as opposed to the pursuit of a fulfilling long-term career (Hsu, 2019; Pychyl, 2019; Rezaiyan et al., 2018; Chiu & Chan, 2019). The shifts in time orientation are closely intertwined with the concept of Actual-Ideal Self-Discrepancy (AISD). The misalignment between employees perceived current selves and their ideal selves tends to foster dissatisfaction, simultaneously impacting their present psychological state and influencing their outlook on future opportunities. Consequently, the dissatisfaction arising from AISD prompts individuals to reevaluate their future prospects, potentially leading to a propensity for inconsistency in decision-making processes (Pryor & Bright, 2014). Addressing such discrepancies is crucial for achieving desired career outcomes (Sawitri et al., 2020). Extensive research underscores the adverse effects of significant gaps in triggering negative emotional responses like anxiety, thereby impeding effective career planning endeavors (Kerpelman et al., 1997; Williams et al., 2000;





Anderson & Mounts, 2012), potentially leading to barriers and setbacks in skill development and prompting employees to consider changing career paths (Higgins, 1987; Carver & Scheier, 1990; Creed & Gagliardi, 2014). In contrast to earlier research, Zacher & Griffin (2015) found that individuals with elevated levels of AISD often display heightened optimism and positive views regarding their future career paths. This underscores the proposition that maintaining an optimistic view towards future careers facilitates in mitigating the perceived discrepancy between one's present and desired selves. Such a premise aligns with the notion that actively endeavoring to bridge the gap between one's current and envisioned selves can lead to the realization of idealized selves, as elucidated by Zhang & Zhang (2020). They suggest that this impetus fosters increased focus and an aspirational drive towards future goals. Human Resource Management (HRM) interventions emerge as pivotal in assisting employees in surmounting high AISD levels and fostering a constructive FTP, thereby augmenting self-efficacy and cultivating an optimistic outlook towards the future (Heslin et al., 2021), effectively confronting challenges posed by significant discrepancies and ensuring sustained success for both employees and organizations. Therefore, it becomes imperative for HRM to integrate FTP considerations in addressing AISD-related issues and developing interventions aimed to mitigating turnover conundrums exacerbated by the Great Resignation phenomenon, thus preserving the long-term prosperity of both employees and organizations (Judge et al., 2001). Thus, based on the aforementioned explanation, the following hypothesis is proposed:

Hypothesis 2: High actual-ideal self-discrepancy significantly influences on the high future time perspective.

2.3 The Mediating Role of Future Time Perspective

Fostering Future Time Perspective (FTP) among employees stands as a critical determinant of their motivation and attainment of goals. FTP, as defined by Husman & Lens (1999), represents individuals' capacity to synchronize present actions with future objectives, propelling them towards being fully committed and the pursuit of excellence. Prior research underscores that employees with a clear comprehension of their goals and the requisite changes needed to achieve them are more likely to succeed in reaching their aspirations (Locke & Latham, 2002). Nonetheless, certain individuals may struggle with FTP due to uncertainties, anxiety, and adverse past experiences impeding their ability to envision a prosperous future (Saka & Gati, 2007; Germeijs et al., 2006; Taber & Blankemeyer, 2015; Hulshegge & Sleebos, 2021). In such instances, Human Resource Management (HRM)





interventions become imperative to help employees in reflecting on their long-term goals, making informed career decisions, and bolstering their confidence in positive outcomes (Liao et al., 2021). Empowering employees to navigate their career paths with foresight and supporting their future aspirations through HRM interventions can lead to diminished turnover rates, heightened engagement, and enhanced loyalty (Segers et al., 2016; Boudreau & Ramaswamy, 2012). By retaining skilled personnel and addressing their career aspirations, organizations can pave the way for sustained success. Furthermore, elevated levels of FTP can ameliorate the perceived complexity of Career Decision-Making (CDM) when individuals encounter heightened levels of Actual-Ideal Self-Discrepancy (AISD). Notably, substantial gaps between one's actual and ideal selves can lead to diminished motivation (Tangirala & Boudreau, 2011). Recognizing the significance of employees' FTP is crucial for developing effective HRM interventions. Locke (2009) advocates for interventions such as goal-setting frameworks and periodic performance evaluations, which prompt employees to reflect on high AISD and contemplate future aspirations. These interventions serve to reinforce HRM's commitment to advancing employee careers, thereby reducing the propensity for seeking alternative opportunities in different organizations (Delaney et al., 2016). Thus, based on the aforementioned explanation, two hypotheses are proposed:

Hypothesis 3: High future time perspective significantly influences on the low complexity of career decision-making.

Hypothesis 4: High future time perspective plays a mediating role in the significant influence between high actual-ideal self-discrepancy and low complexity of career decision-making.

2.4 The Moderating Role of Willingness to Compromise

The concept of Willingness to Compromise (WTC) pertains to the inclination to accept unpredictable and uncertain future circumstances (Buhr & Dugas, 2002). A high level of WTC has emerged as a crucial factor in navigating the complexity of Career Decision-Making (CDM), particularly in the face of significant challenges, both internally and externally, necessitating a reevaluation to determine the chosen career path (Parola et al., 2022). Given the awareness of these challenges, employees are expected to exhibit a high WTC when making decisions about their future careers (Parola, 2023). Uncertainty and anxiety about the future often lead employees to be more inclined to compromise when deliberating on career choices (Arbona et al., 2021), driven by the desire to address these concerns and enhance skills for achieving future career goals (Savickas & Porfeli, 2012; Liao & Hsieh,





2021). Failure to exhibit a high level of WTC can hinder individuals from achieving their desired careers, especially considering the substantial uncertainty in the career field (Spurk et al., 2011; Sonnentag, 2017). Internal challenges, particularly related to Actual-Ideal Self-Discrepancy (AISD), further complicate the decision-making process (Zhou & Li, 2021). The extent to which employees are willing to adjust their standards based on their current situation determines their ability to engage in self-improvement and overcome the challenges they face (Burke & Cooper, 2020; Dikkers & Stam, 2020). Reluctance to adapt to change can lead employees to maintain facets of their actual selves, resulting in feelings of overwhelm and despair rather than hope (Stotland, 1969), manifesting as apathy, indifference, and a resistance to change (Jarymowicz & Bar-Tal, 2006), ultimately constraining individuals' exploration of alternative career paths and impeding their ability to identify the most viable options, both within or worse outside the organization. To confront these challenges effectively, Human Resource Management (HRM) interventions must acknowledge the pivotal role of high WTC in reducing the complexity of CDM for employees. By facilitating informed CDM, organizations can empower employees to reduce AISD and find satisfaction in their current careers, stemming from the alignment of employees' expectations with their actual job experiences, or all that employees receive in reality, as elucidated by (Pulakos et al., 2008; Palupi et al., 2014). Based on the explanation and prior research findings, it becomes apparent that elevated levels of WTC can effectively moderate the impact of high AISD on the complexity of CDM. Employees who maintain aspects of their actual selves are likely to exhibit a high level of WTC, enabling them to reevaluate their career decisions and adjust their standards accordingly (Duval & Wicklund, 1972). Therefore, the development of the fifth hypothesis to be examined is as follows:

Hypothesis 5: High willingness to compromise plays a moderating role in reducing the significant influence of high actual-ideal self-discrepancy on high complexity of career decision-making.

3. RESEARCH METHOD

3.1 Research Instrument (a)

The research instrument consists of five sections: section A that contains demographic information (i.e. gender, age, last education, work institution, work income) to acquire information about the respondents; section B addresses actual-ideal self-discrepancy; section C addresses career decision-making; section C addresses future time perspective; section D addresses willingness to compromise. Verified structured questionnaires were





adopted to collect data of other constructs on 1-5 Grit scale (where 1 = not like me at all and 5 = very much like me). Six items adapted from Creed & Hood (2015) were used to measure the construct of actual-ideal self-discrepancy (e.g., “I have set my sights on a particular career, but I don’t think that I am going to reach it”). Six items for career decision-making (e.g., “I find it difficult to make career decision as things cannot be predicted clearly”) were adapted from Xu & Tracey (2015). Another six items were from Carstensen & Lang (1996) to measure the construct of future time perspective (e.g., “many opportunities await me in the future”). Lastly, the scale of willingness to compromise was borrowed from the study of Wee (2013) that was measured on six items (e.g., “I would consider a different job from my intended job if I believed that the job was easier to obtain”).

3.2 Sampling and Data Collection (a)

Data were collected using a structured questionnaire administered through an online platform. Specifically, a Google form was used to collect responses. The research employed a descriptive quantitative research approach with a cross-sectional sampling method. The sample consisted of 217 respondents who were employees working in either private or governmental institutions.

3.3 Data Analysis and Technique(a)

The researchers used software SPSS to analyze the respondents’ demographic data. In addition, to confirm the suggested conceptual model of this study and to determine the significant constructs and mediating and moderating role regarding it’s influenced in career decision-making complexity, PLS SEM using software SmartPLS 4.0.9.0 was employed. Considering the sample size of 217, PLS SEM, a multivariate statistical technique, was applied to test the structured model.

4. RESULT

4.1 Demographic Information

Tabel 2 below highlights the diversity within the respondents’ sample in relation to gender, age, last education, work institution, work income, offering a valuable context for understanding the questionnaire results.



Table 1. Demographic Information

Characteristic	Frequency	Percentage
Gender		
Male	78	35.9%
Female	139	64.1%
Age		
21 – 24	37	17.1%
25 – 35	23	10.6%
≥ 36	157	72.4%
Last Education		
Bachelor	132	60.8%
Magister	77	35.5%
Doctoral	8	3.7%
Work Institution		
Legal/political	1	0.5%
Healthcare	115	53%
Financial	10	4.6%
Government/SOEs	70	32.3%
Educational	4	1.8%
Private	17	7.8%
Work Income		
< Rp2.500.000	1	0.5%
Rp2.600.000 – Rp4.500.000	25	11.5%
Rp4.600.000 – Rp6.500.000	49	22.6%
Rp6.600.000 – Rp8.500.000	57	26.3%
Rp8.600.000 – Rp10.500.000	40	18.4%
> Rp10.500.000	45	20.7%

4.2 PLS SEM Measurement Model

This section presents the measurement model for this study using PLS SEM. Table 2 provides descriptive statistics for the dataset, indicating that the measures used in this study have good psychometric properties. Table 3 presents the results of the factor analysis, which includes factor loadings, internal consistency reliability, composite reliability, and AVE for

each construct and its indicators. The results suggest that the constructs are reliable measures of the indicators used in this study. Table 4 shows the discriminant validity test using Fornell-Larcker criterion, which establishes that the constructs are distinct and do not overlap or measure the same concept. These findings support the validity and reliability of the measures used in this study and provide a strong foundation for the subsequent analysis of the relationships between the constructs.

Table 2. Descriptive Statistics for Constructs (N) = 217

Construct	Items	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
Actual-Ideal Self-Discrepancy (AISD)	AISD1	3.81	4	1	5	1.406	-0.866	-0.801
	AISD2	3.73	4	1	5	1.246	-0.578	-0.738
	AISD3	3.58	4	1	5	1.304	-0.919	-0.517
	AISD4	3.33	4	1	5	1.371	-1.251	-0.270
	AISD5	3.47	4	1	5	1.401	-1.258	-0.425
	AISD6	3.39	4	1	5	1.468	-1.258	-0.410
Total		3.55						
Career Decision-Making (CDM)	CDM1	4.12	4	1	5	1.011	0.637	-1.169
	CDM2	4.07	4	1	5	0.979	0.568	-1.000
	CDM3	4.15	4	1	5	0.982	1.060	-1.182
	CDM4	3.54	4	1	5	1.437	-1.251	-0.478
	CDM5	3.50	4	1	5	1.365	-1.245	-0.394
	CDM6	3.27	4	1	5	1.349	-1.056	-0.494
Total		3.78						
Future Time Perspective (FTP)	FTP1	3.90	4	1	5	1.051	0.153	-0.946
	FTP2	3.99	4	1	5	0.958	0.577	-0.924
	FTP3	3.88	4	1	5	1.012	0.559	-1.003
	FTP4	3.95	4	1	5	0.980	0.328	-0.933
	FTP5	3.99	4	1	5	0.945	0.472	-0.970
	FTP6	4.02	4	1	5	0.945	1.237	-1.125
Total		3.96						
Willingness to	WTC1	3.99	4	1	5	1.025	0.307	-0.938
	WTC2	4.00	4	1	5	1.021	0.341	-0.943



Compromise (WTC)	WTC3	3.97	4	1	5	0.955	0.815	-1.032
	WTC4	4.11	4	1	5	0.961	1.412	-1.248
	WTC5	3.63	4	1	5	1.165	-0.502	-0.620
	WTC6	4.06	4	1	5	0.936	1.035	-1.070
Total		3.96						

Based on the responses from 217 observations, Table 2 provides descriptive statistics for various constructs. The table contains the mean, median, minimum, maximum, standard deviation, excess kurtosis, and skewness for each construct item. Items AISD1 – AISD6 in total have mean scores of 3.55, indicating a high level of AISD (interval 3,41 – 4,20). Similarly, CDM1 – CDM6 in total have mean scores of 3.78, indicating a high level of CDM. Items FTP1 through FTP6 on the FTP construct in total have mean scores of 3.96, indicating a high level of FTP. Items WTC1 through WTC6 on the WTP construct in total have mean scores of 3.96, indicating a high level of WTC.

The skewness values range from -1.248 to -0.270, indicating a slightly negatively biased distribution for all the constructs. The majority of the excess kurtosis values suggest leptokurtic distributions. However, there are some negative values indicating platykurtic distributions as well.

Table 3. Factor Loadings, Cronbach Alpha (α), Composite Reliability (CR), AVE

Construct	Items	Loadings	(α)	CR	AVE
Actual-Ideal Self-Discrepancy (AISD)	AISD1	0.90	0.953	0.954	0.810
	AISD2	0.89			
	AISD3	0.90			
	AISD4	0.91			
	AISD5	0.89			
	AISD6	0.90			
Career Decision-Making (CDM)	CDM1	0.74	0.889	0.895	0.644
	CDM2	0.75			
	CDM3	0.76			
	CDM4	0.86			
	CDM5	0.86			
	CDM6	0.82			





Future Time Perspective (FTP)	FTP1	0.85	0.926	0.934	0.730
	FTP2	0.86			
	FTP3	0.86			
	FTP4	0.84			
	FTP5	0.85			
	FTP6	0.87			
Willingness to Compromise (WTC)	WTC1	0.80	0.868	0.874	0.602
	WTC2	0.76			
	WTC3	0.76			
	WTC4	0.81			
	WTC5	0.72			
	WTC6	0.79			

Table 3 displays factor loadings, internal consistency reliability, composite reliability, and AVE for each research construct. Items have loading between 0.89 and 0.91 for the AISD factor. The value of 0.953 for Cronbach’s alpha indicates strong internal consistency. At 0.954, CR is trustworthy. With an average of 0.810, AISD explains 81% of indicator variance. CDM factor loadings range between 0.74 and 0.86. The alpha value of 0.889 indicates high degree of internal consistency. CR = 0.895 represents dependability. The construct explains 64% of the variation in the indicator. FTP factor loadings range between 0.84 and 0.87. The alpha value of 0.926 indicates strong internal consistency. CR = 0.934 demonstrates trustworthy. According to its AVE of 0.730, FTP accounts for 73% of indicator variance. WTC factor loadings range between 0.72 and 0.81. The Cronbach's alpha is 0.868, indicating that internal consistency is high. CR = 0.874 represents dependability. Using an AVG of 0.602, WTC explains 60% of indicator variance. AISD, CDM, FTP, WTC all possess favourable factor loadings, reliability, and AVE.

Table 4. Discriminant Validity Fornell-Larcker Criterion Test

Constructs	1	2	3	4
1. Actual-Ideal Self-Discrepancy	0.803			
2. Career Decision Making	0.516	0.854		
3. Future Time Perspective	0.682	0.211	0.900	



4. Willingness to Compromise	0.662	0.640	0.542	0.776
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Table 4 shows the findings that each variable surpasses the values of the variables positioned beneath it. Such findings signify favorable outcomes in accordance with the measurement criteria established by Fornell & Larcker (1981). To illustrate, the variable future time perspective (0.900) exhibits a higher value than the subsequent variable, namely willingness to compromise (0.542), and so forth. Therefore, it can be concluded that all variables in this study are declared valid discriminantly.

4.3 Evaluation of the Inner Structural Model

The evaluation of the structural model was a critical step in the SEM analysis to examines the causal relationship between the constructs. The bootstrapping technique was employed to estimate the statistical significance of the hypothesised model (Hair *et al.*, 2017). The results of the structural model evaluation are described in Figure 2.

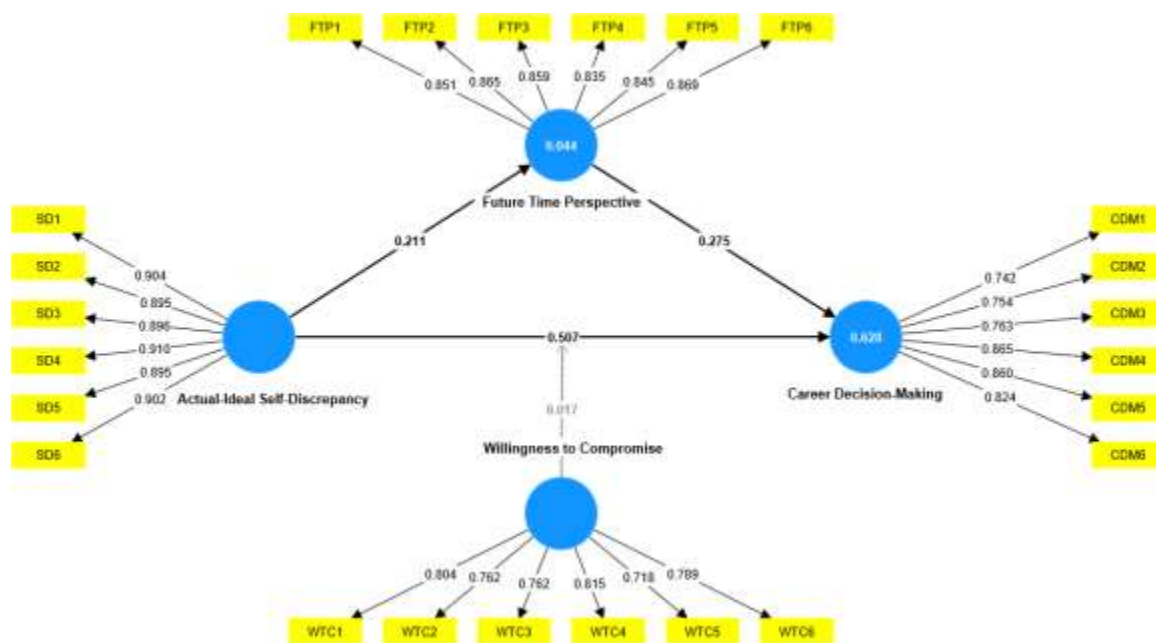


Figure 2. Structural Model

Table 5. Hypothesis Outcome Direct Path

Indicators	(M)	STDEV	T Statistics	p Values	Results
H1. AISD → CDM	0.503	0.064	7.956	0.001	Accepted
H2. AISD → FTP	0.216	0.068	3.115	0.002	Accepted
H3. FTP → CDM	0.267	0.092	3.001	0.003	Accepted

Table 5 presents the results of the hypothesis testing using the SEM PLS approach for the proposed relationships between AISD, FTP, and CDM. The results support hypothesis 1, which posits that high AISD significantly influences the high complexity in CDM. The direct path coefficient for AISD to CDM is 0.503, with a standard deviation of 0.064 and a t-statistic of 7.956, which is significant at $p < 0.05$. Similarly, the results also support hypothesis 2, which states that high AISD significantly influences the high FTP. The direct path coefficient for AISD to FTP is 0.216, with a standard deviation of 0.068 and a t-statistic of 3.115, which is significant at $p < 0.05$. Also, the results support hypothesis 3, which states that high FTP significantly influences the low complexity in CDM. The direct path coefficient for FTP to CDM is 0.267, with a standard deviation of 0.092 and a t-statistic of 3.001, which is significant at $p < 0.05$.

Table 6. Results Mediation Analysis

Path	(M)	STDEV	T Statistics	p Values	Results
H4. AISD → FTP → CDM	0.058	0.027	2.147	0.032	Mediation

Table 6 presents the results of a SEM mediation analysis, examining the indirect effects high AISD on low complexity in CDM through the mediating variable of high FTP. For hypothesis 4 (AISD > FTP > CDM), the coefficient estimate is 0.058, with a standard deviation of 0.027, a t-statistics of 2.147, and a p-value of 0.032.

Table 7. Results Moderation Analysis

Path	(M)	STDEV	T Statistics	p Values	Results
H5. WTC × FTP → CDM	0.020	0.043	0.401	0.689	Not supported



Table 7 present the results of the moderation analysis using WTC as a moderator variable. The results reveal that the interaction effect of high WTC on the relationship between high AISD and high CDM is not significant (H6). The direct path coefficient between AISD and CDM is 0.020, with a standard deviation of 0.043 and a t-statistic of 0.401, which is insignificant at $p < 0.05$. This indicates that the relationship between high AISD and high CDM is independent of the high level of WTC.

5. DISCUSSION

5.1 The Relationship between Actual-Ideal Self-Discrepancy and Career Decision-Making Complexity

The study's findings underscore the influence of Actual-Ideal Self-Discrepancy (AISD) on the complexity of Career Decision-Making (CDM), affirming the notion that a significant misalignment between employees' current and desired selves can markedly impact their career navigation process. Previous research has linked self-discrepancy to the emotional strain stemming from unmet ideal self aspiration (Ogilvie, 1987; Hardin et al., 2007), prolonging decision-making processes due to heightened uncertainty and reluctance to commit to specific paths. Contributing factors include anxiety about the process, uncertainty about making definitive choices, apprehension about committing to decisions, and concerns regarding decision outcomes (Saka et al., 2008). Anxiety surrounding decision outcomes can lead employees to opt for less informed, less accurate, and more intuitive choices, exacerbating the complexity of CDM, as employees may avoid potential negative career outcomes, even at the expense of sacrificing future career opportunities due to a lack of comprehensive information (Hartley & Phelps, 2012). Moreover, preceding studies have posited that persistent failure to achieve ideal self indirectly leads to the emergence of another facet known as the 'undesired self,' exacerbating feelings of inadequacy and diminishing self-esteem (Johnston & Luciano, 2020; Bright et al., 2010). However, contradictory findings argued that AISD might negatively correlate with CDM, particularly among individuals with lower goal commitment (Park & Lee, 2016) or self-efficacy (Kim & Lee, 2017), further emphasizing the multifaceted nature of this relationship. This disparity may stem from a significant mismatch between current and desired career paths, causing individuals to feel less assured about engaging in career-related behaviors, especially in the absence of clear goals or commitments.

Gender plays a pivotal role in shaping the dynamics of AISD within CDM contexts. Female employees, constituting a majority of the study's participants (64.1%), often face





heightened self-discrepancy due to societal gender norms and roles (Barisic et al., 2019; Carter et al., 2016). These gender norms can limit female employees' career aspirations (Barisic et al., 2019), deterring them from pursuing ambitious career paths (Carter et al., 2016). Moreover, household responsibilities further compound this disparity (Kiernan & Innstrand, 2017), necessitating adaptive career decisions to balance professional pursuits with familial obligations (Ng et al., 2012). Conversely, male employees may experience AISD concerning priorities like work-life balance and career advancement (Glass & Finley, 2010; Pedulla & Thébaud, 2015; Wong et al., 2019). Hence, gender-specific considerations are imperative in understanding the intricate interplay between AISD and CDM complexity. The implications of this findings extend to addressing contemporary workforce challenges and necessitate personalized Human Resource Management (HRM) interventions (Zhang & Feng, 2019; Doe et al., 2021). HRM strategies should encompass a comprehensive understanding of gender-based AISD to bolster career advancement opportunities that align with individual needs and effectively mitigate turnover rates (Chen et al., 2019). By acknowledging and accommodating gender-specific aspirations, organizations can cultivate a work environment that fosters employee satisfaction (Lee et al., 2021).

5.2 The Relationship between Actual-Ideal Self-Discrepancy and Future Time Perspective

The present study elucidates a significant impact of elevated Actual-Ideal Self-Discrepancy (AISD) on employees' Future Time Perspective (FTP), indicating a substantial inclination towards FTP development amidst notable incongruence between one's present and envisioned future self. Aligning with prior research indicating a greater influence of ideal self-discrepancy on subjective well-being among individuals with a more positive FTP (Guo & Fu, 2018). The impact of FTP in enhancing confidence regarding the controllability and certainty of achieving future goals (Zacher et al., 2014) leads to employees feeling more optimistic and assured about their ability to achieve their ideal selves (Rudolph et al., 2018). Consequently, it drives their involvement in present actions to bolster the pursuit of forthcoming subjective well-being objectives (Zhang et al., 2018). Moreover, the congruent finding that AISD influences FTP can be elucidated by previous research highlighting the traits such as conscientiousness, which engender organized, goal-oriented behavior conducive to fostering a higher FTP (Park et al., 2019; Costa & McCrae, 1992). Additionally, employees with high conscientiousness are adept at recognizing their strengths and weaknesses, facilitating strategies to overcome AISD through FTP (Sheldon & Elliot, 1994;





Hirschi & Freund, 2014). The positive influence also extends to employees with other 'big five personality traits,' particularly high openness to experience. Employees characterized by high openness tend to exhibit proactive behavior in pursuit of long-term goals, driven by their heightened curiosity and receptivity to new experiences (Costa & McCrae, 1992). However, conflicting findings from prior research suggest that heightened levels of AISD may not necessarily influence FTP, potentially leading to decreased goal focus and lack of future planning (Choi et al., 2017; Gilovich, 2000; Budinik & Fich, 2019), consistent with prior research demonstrating a negative AISD-FTP relationship (Lee & Kim, 2016). The discrepancy may be attributed to employees with elevated FTP possessing self-regulation abilities that mitigate the adverse effects of AISD. Through self-regulation, employees effectively manage thoughts, emotions, and behaviors (Kooij et al., 2016). Conversely, the lack of planning associated with negative FTP can be linked to neuroticism, which focuses solely on potential threats, failures, or anxiety about future outcomes, as outlined by DiBlasio (2021).

This study suggests that the significant influence of AISD on FTP may vary depending on respondents' highest level of education. The majority of respondents in this study held a bachelor's degree (60.8% of total respondents). This could be attributed to the skills, knowledge, and confidence acquired through a bachelor's degree, which align with ambitious goal setting and reduce perceived discrepancies between actual-ideal selves (Nelson & Littman, 2016; Rudolph et al., 2018). The study's finding underscores the significance of Human Resource Management (HRM) interventions adapted to consider employees' educational backgrounds. Recognizing the potential impact of AISD on FTP across different educational levels, HRM interventions can be personalized to better support employees in aligning themselves with future aspirations, ultimately enhancing organizational commitment (Veld et al., 2019; Lu et al., 2019).

5.3 The Relationship between Future Time Perspective and Career Decision-Making

The empirical findings of this study substantiate the third hypothesis, proposing that a high Future Time Perspective (FTP) substantially shapes the low complexity of Career Decision-Making (CDM) among employees. Employees exhibiting a high FTP demonstrate a propensity to prioritize decisions congruent with long-term career objectives. This aligns with current academic research, elucidating that high FTP individuals tend to embrace risk, as articulated by Oosterwegel (2019), a trait essential for navigating career uncertainties. Reinforcing this assertion, studies by Miller & Wilson (2019) accentuate how a risk-tolerant





mindset bolsters resilience against career adversities, transforming challenges into catalysts for professional growth (Wu & Li, 2018). The essence of low complexity in CDM extends beyond risk tolerance, encompassing attributes such as persistence and goal clarity (Zimbardo et al., 1992). Salmela-Aro & Upadyaya's (2014) research further elucidates the interplay between FTP, persistence, and CDM, highlighting how individuals with higher FTP exhibit enhanced tenacity amid uncertainties. Moreover, individuals with elevated FTP often maintain a clear vision of their career, facilitating informed decision-making aligned with long-term objectives (Smith & Johnson, 2018). However, recent research findings contradict prior studies, indicating that excessively high FTP could engender unrealistic career expectations (Xu et al., 2021), particularly when individuals lack the requisite skills or resources to fulfill them. Such unrealistic expectations can lead to suboptimal decision-making or unfulfilled career aspirations, ultimately rendering high FTP counterproductive (McKay et al., 2018). The disjuncture observed can be attributed to individuals' steadfast belief in future success, often lacking the pragmatic balance necessary for its realization (Wu & Li, 2018). Therefore, while existing literature underscores the positive relationship between FTP and CDM, it emphasizes that an excessively elevated FTP could hinder the decision-making process by fostering unrealistic expectations and a lack of equilibrium between aspirations and reality (Stolarski et al., 2016).

In the specific context of this study, the influence of FTP on CDM may exhibit variations contingent upon income levels. Predominantly comprising high-income earners, with 60.8% of respondents falling within the range of Rp4,600,000 to Rp6,500,000 per month, this reflects Indonesia's socioeconomic landscape, as delineated by the National Socio-Economic Survey (Susenas) by the Central Bureau of Statistics (BPS). Their financial stability enables them to contemplate challenging career paths or prestigious roles, unencumbered by immediate financial concerns (Brown et al., 2019). The implications derived from these research findings underscore the pivotal role of Human Resource Management (HRM) in the strategic development of interventions aimed at addressing the multifaceted challenges therein, necessitating HRM to comprehend how employees' income levels factor into navigating the complexities inherent in CDM. Although high-income employees may openly express contentment in their current roles, they are concurrently predisposed to exploring alternative career paths that offer greater personal and professional advancement opportunities. Recognizing this dynamic, HRM is positioned to carefully manage, adeptly balancing visible satisfaction—such as engagement or productivity—with invisible dissatisfaction stemming from unfulfilled career advancement





prospects. Therefore, HRM must navigate the intricate interplay between meeting immediate employee needs and satisfaction while also proactively accommodating future career aspirations and ambitions (Hameed et al., 2018).

5.4 The Mediating Role of Future Time Perspective

The research findings disclose the role of Future Time Perspective (FTP) in mediating the intricate relationship between high levels of Actual-Ideal Self-Discrepancy (AISD) and the complexity associated with employees' Career Decision-Making (CDM), providing insight that employees dealing with high AISD tend to exhibit a proactive approach towards planning and executing career decisions that align with their envisioned future selves. As employees strive to reconcile the disparities between their present circumstances and future aspirations (Kim & Hwang, 2018; Brown et al., 2020), a burgeoning sense of confidence ensues (Chen & Liu, 2019), fostering the belief that their current endeavors will yield favorable outcomes for their future career (Kaur & Kaur, 2019). Serving as a motivational factor, this propels employees to persevere through present challenges and commit more strongly to future endeavors, as articulated by Mowday et al. (2018). Motivational factors guiding employees towards career decisions aligned with their ideal selves in the future stem from previous research encompassing the concepts of "need for control" (Hackman & Oldham, 1980) and "self-congruity." The perception of control over one's work emerges as a significant driver in decision-making processes, propelling individuals towards strategic career choices aligned with their ideal selves. Similarly, self-congruity, denoting the alignment between an employees' self-image and their desired identity or role, plays a pivotal role in shaping career aspirations (Mowday & DeWall, 2004). As individuals envision their ideal careers, they develop representations of their current characteristics, values, and achievements (actual self) associated with the professional selves they aspire to in the future (ideal self) (Kusuma & Harun, 2019). By envisioning their ideal careers, employees strive for self-congruity by addressing the discrepancy between their current and ideal selves (Tan & Lim, 2021). Overall, these interpretations support the notion that such motivation instills confidence, propelling employees towards proactive steps and increased engagement over time in achieving career goals. Conversely, individuals with lower confidence or negative perspectives towards realizing their ideal careers tend to exhibit less motivation in addressing AISD, thus adding complexity to CDM.

In the context of this study, the role of FTP as a mediator between AISD and CDM complexity may vary depending on the involved organizational settings. The primary





participants in this study hailed from healthcare institutions, constituting 53% of the respondents, who, as indicated by prior studies, tend to strive for enhanced career progression in the future (Wang & Han, 2020). This inclination is largely propelled by institutional imperatives (Sanda & Zehir, 2019), given that healthcare institutions are associated with ongoing professional development (Wang & Liu, 2021), necessitating continual upskilling. As the healthcare landscape evolves, the demand for proficient professionals escalates (Chen & Zhang, 2020), further compelling employees to augment their qualifications (Li & Wang, 2022). In this milieu, high FTP assumes a more substantial mediating role in surmounting AISD complexity in CDM. Employees within healthcare institutions feel a heightened impetus to address AISD through ongoing learning endeavors (Doe & Smith, 2021) or specialized certifications (Chen & Wang, 2021). Investments in such pursuits enhance employees' credentials for more promising career prospects in the future (Wang & Zhou, 2020). Consequently, advancements within the healthcare sector can also serve as motivational catalyst for employees to confront AISD, given the pivotal role of FTP in navigating CDM complexity. The implications of these findings underscore the importance of Human Resource Management (HRM) interventions in understanding and addressing the demands experienced by employees working in healthcare institutions (Chen & Li, 2021). The healthcare sector, in particular, stands as one of the most affected industries, confronting heightened turnover rates exacerbated by the aftermath of the COVID-19 pandemic (Li et al., 2021). Attributed to several factors, including excessive workloads, particularly during surges in COVID-19 cases (Teng et al., 2021), exacerbated by healthcare staffing shortages (Sutanto & Widodo, 2020). In response to these challenges, HRM interventions should prioritize initiatives aimed at striking a delicate balance between productivity and employee well-being. Implementing schedules accommodating employees' needs can lead to effective productivity enhancement, while HRM interventions should adjust tasks in cases of excessive workload to mitigate burnout risks (Pratiwi & Wulandari, 2019; Arifin & Wibowo, 2020). Promoting well-being entails establishing work environments that balance work-life demands, thereby addressing role conflicts and reducing burnout risks (Admi et al., 2018; Susanto & Putri, 2021), as the imbalance between work and personal life can adversely affect employees' mental and physical health, leading to heightened burnout risks (Kim & Lee, 2018; Zhang & Zhang, 2020). Thus, HRM plays a crucial role in creating work environments addressing employees' holistic needs (Hartati & Rakhmat, 2020), focusing on balancing productivity and well-being as key strategies to address turnover challenges faced by the healthcare industry (O'Connor & Kelliher, 2018).





5.5 The Moderating Role of Willingness to Compromise

In scrutinizing the intricate dynamics of Career Decision-Making (CDM), this study has revealed noteworthy insights into the interplay between perceived Actual-Ideal Self-Discrepancy (AISD), CDM complexity, and Willingness to Compromise (WTC) among employees. Notably, the hypothesis positing WTC as a moderator in mitigating the influence of high AISD on CDM complexity was found to be unsupported. Indicating a prevailing inclination among respondents to prioritize career decisions aligned with their ideal self-concept, despite substantial disparities between perceived actual-ideal self. The propensity parallels prior research by Saks et al. (2006), elucidating that individuals tend to derive greater satisfaction when their decisions align with their ideal selves, fostering proactive behavior in pursuing positive CDM outcomes rather than resorting to passive avoidance strategies amidst uncertainty (Pendleton & Schaeffe, 2003; Duffy & Sedlacek, 2007). Proactivity emerges as a strategic response mechanism (Cramer & Ashton, 2015) within evolving career landscapes (Boudreau & Ramstad, 2007), empowering individuals to not only attain personal satisfaction (Seibert et al., 2017) but also strategically position themselves within dynamic work environments (Seibert et al., 2018; Li et al., 2020). On the contrary, the inclination to align decisions with actual self-levels, correlated with high WTC, denotes a capacity for concession, fostering flexibility and adaptability in navigating evolving career paths (Rudolph et al., 2018). Employees exhibiting such traits are deemed flexible in their concessions, as they are inclined to consider pragmatic alternative career choices aligned with their current values (Flores et al., 2019). Moreover, they are regarded as adaptable in their concessions, willing to make adjustments to surmount constraints or limitations in the CDM process, even if the outcomes differ from their initial ideal self-aspirations (Van Vianen & De Pater, 2018; Park & Lee, 2021). With this flexibility and adaptability, employees are better prepared to confront workplace changes and navigate the intricacies of CDM complexity. However, the persistent pursuit of compromise may result in overlooked optimization opportunities, potentially delaying the realization of ideal self-aspirations. Nonetheless, high WTC can spur exploration of alternative career paths, facilitating skill acquisition and network expansion at the current level, ultimately enhancing long-term career success (Kuhn & Poell, 2019; Chen & Wu, 2020). Thus, while rejecting the proposed hypotheses, the study emphasizes the necessity for further exploration into psychological dynamics that could more definitively mitigate the interplay between AISD and CDM complexity.





The study's dependence on respondents aged 25-35 years, comprising 72.4% of the total, reveals pertinent insights into the intergenerational variances in compromising between actual-ideal selves during CDM processes, specifically emphasizing subtle differences in compromise levels across age cohorts. This age cohort predominantly engages in career exploration, focusing on self-development (Lee et al., 2019) and identity formation, with younger employees exhibiting a proclivity towards aligning decisions with ideal self-aspirations, albeit amid conflicts arising from the pursuit of career success and work-life balance. Conversely, older employees, having traversed the exploration stage (Brown et al., 2019), prioritize stability and balance (Ng & Feldman, 2018; Chang et al., 2021), potentially leading to higher compromise levels. Consequently, variations in compromise levels between younger and older employees underscore the intricate interplay between AISD, WTC, and age-related career priorities, elucidating the rejection of hypothesized relationships. The implications of this study's findings underscore the imperative for Human Resource Management (HRM) to develop interventions cognizant of employees' age-related compromise propensities. HRM interventions must discern employees' divergent needs, thereby developing personalized career advancement initiatives aligned with varying compromise levels (actual/ideal career) and age demographics (younger/older employees). For instance, while some employees may be open to changing their career preferences to align with their actual self-level, others may prefer to pursue alignment with their ideal self-aspirations. Understanding these differences enables HRM to avoid unnecessary interventions that do not meet employees' actual needs or preferences, thus facilitating the design of more effective and relevant career development initiatives (Hermawan et al., 2021).

5 CONCLUSION

The research underscores the relevancy for Human Resource Management (HRM) to proactively mitigate the anticipated surge in post-COVID-19 employee turnover intentions, thereby prompting a thorough exploration of the intricate psychological dynamics inherent in Career Decision-Making (CDM), wherein factors such as Actual-Ideal Self-Discrepancy (AISD) play a pivotal role, mediated by Future Time Perspective (FTP) and moderated by Willingness to Compromise (WTC). These insights serve to underscore the critical importance of comprehending these multifaceted dynamics. With such insights, HRM practitioners can adeptly develop interventions aimed at navigating the complexities of talent retention in the aftermath of the pandemic.





Elevated AISD levels may lead to negative CDM outcomes due to the psychological strain stemming from perceived career stagnation (Ma & Kui, 2019), particularly when correlated with diminished FTP, which prioritizes immediate personal gratification over long-term organizational commitment (Sayegh & Huey, 2018; Sayegh & Huey, 2019).

Consequently, FTP assumes a mediating role in elucidating the indirect relationship among these variables. Employees cognizant of their elevated AISD but driven by a high FTP tend to demonstrate positive CDM outcomes, whether in terms of retention intention or behavior, due to their dedication to organizational goals (Mauno & Kinnunen, 2018; Kooij et al., 2018; Parker et al., 2020). Conversely, low WTC serves as an inhibiting factor, impeding employees from aligning their decisions with their idealized selves (Maier & Brunstein, 2018; Maier & Brunstein, 2020). The reluctance to compromise exacerbates CDM complexity, making it arduous for employees to adaptively accommodate outcomes discordant with their aspirations (Sayeed et al., 2019). Hence, fostering high WTC levels assumes critical significance in navigating this complexity. Nonetheless, the study's findings indicate that the moderating role of high WTC insignificantly alleviates the impact of high AISD on CDM complexity. Intriguingly, elevated WTC is inclined to engender positive CDM outcomes, whether in retention intention or behavior, suggesting that employees inclined towards compromise are more likely to consider additional career facets, such as the work-life balance provided by their current organization, transcending mere congruence with their ideal selves (Mohapatra & Mohanta, 2019; Ma et al., 2018).

6.1 Practical Implications

The practical implications outlined in this study revolve around the importance of acknowledging and mitigating the adverse effects of Actual-Ideal Self Discrepancy (AISD) on employees' Career Decision-Making (CDM) processes, especially the substantial difference between their existing career reality and envisioned career aspirations, which could predispose employees towards considering turnover within their current organizational milieu. Addressing this challenge involves HR management formulating interventions that cultivate employee self-reflection and alignment of career aspirations with realistic goals (Sari et al., 2020). Through such initiatives, organizations can reduce dissatisfaction levels and mitigate turnover propensities.

Furthermore, the study emphasizes the mediating role of Future Time Perspective (FTP) in the relationship between AISD and CDM complexity, highlighting the necessity for a comprehensive understanding of temporal dynamics influencing CDM by examining the





interaction between employees' short-term concerns and long-term aspirations (Rattanawilai & Patterson, 2019; Cai et al., 2020). For employees inclined towards long-term orientation, HRM are encouraged to implement constructive measures addressing the perceived AISD through interventions such as performance appraisal and goal-setting frameworks that monitor progress towards short to long-term objectives (Chen et al., 2019). Enabling organizations to assess employees' goal attainment levels and identify areas requiring further self-development (Jones & Green, 2018), this intervention propels them towards the desired ideal self. Additionally, if deemed required, HR management could implement initiatives aimed at enhancing employees' Knowledge, Skills, and Abilities (KSA), thereby emphasizing the organization's commitment to outlining clear pathways for career advancement. These interventions not only contribute to alleviating high AISD but also diminish the likelihood of external job exploration or turnover (Zhang & Duan, 2019; Zhang et al., 2019), thereby fostering heightened employee allegiance and concerted endeavors towards long-term objectives in tandem with the organization (Chang & Edwards, 2019).

The study further emphasizes the moderating role of Willingness to Compromise (WTC) in understanding employees' adaptability and flexibility in navigating career decision making complexity. HR management can encourage employees to undertake pragmatic assessments grounded in their perceived high AISD (Lin & Lin, 2019) and devise requisite interventions, such as horizontal mobility opportunities (Chen et al., 2017; Saragih et al., 2018). Additionally, fostering a culture that promotes open communication and encourages employees to be receptive to compromise (Hadiwijaya & Gunawan, 2019) can provide the organization with valuable insights into employees' fulfillment within their current careers compared compared to future career aspirations (Miao et al., 2019). By maintaining open communication between employees and management, forthcoming career decisions can be aligned with employees' values (Cohen & Blake, 2017; Tavares, 2019), thereby fostering a propensity towards compromise with the current organization, effectively addressing AISD, and reducing turnover caused by unmet expectations (Cerdin et al., 2017).

6.2 Future Research Recommendations

Future research is anticipated to yield more robust evidence-based insights through comparative studies, juxtaposing the career decisions of two distinct cohorts of employees: those contemplating turnover and those deliberating retention within their current organization. Subsequent analysis is imperative to explore shifts in levels of Actual-Ideal Self-Discrepancy (AISD), Future Time Perspective (FTP), and Willingness to Compromise





(WTC) variables among these cohorts, elucidating their evolving impact on the complex decision of turnover or retention over time. Conducting longitudinal monitoring of analysis outcomes enables future research to assess the sustained impacts of Human Resource Management (HRM) interventions in aligning employees' career paths with their expectations. Furthermore, future research can integrate both quantitative and qualitative data to delve deeper into the underlying reasons behind variations in employees' psychological dynamics, thereby identifying the most effective interventions for HRM to prevent the adverse effects of AISD, foster FTP, and promote appropriate WTC among employees. By implementing these approaches, it is expected that the challenges and emergent requirements stemming from the phenomenon of the Great Resignation can be effectively tackled through the development of personalized HRM interventions that bolster employees in their Career Decision-Making (CDM) processes, ultimately mitigating turnover intentions and behaviors.

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