

Is Career Adaptability a Double-edged Sword? The Mediating Role of Person-organization Fit and the Moderating Role of Seniority

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Abstract:

Purpose - Career adaptability is a crucial skill for employees to cope with the changing job market and working environment. Despite the fact that researchers are becoming more interested in the topic, few managers pay attention to the many variables that influence its link with organizational outcomes. Drawing on the theory of career construction and career development, this study examines the influence of career adaptability on two organizational outcome variables, namely, job performance and turnover intention, through the mediating effect of personal-organization fit and the moderating effect of seniority.

Design/methodology/approach - Using questionnaires, information was gathered from 375 employees of Chinese state-owned firms, private businesses, and public agencies. The hypothesis effect is examined using multi-level analysis.

Findings - 1) Career adaptability partially affected job performance through the mediation of person-organization fit.; The effect of career adaptability on job performance was moderated by seniority, and compared to employees with longer seniority, job performance of those with shorter seniority was enhanced by career adaptability. 2) Career adaptability affected turnover intention completely through the mediation of person-organization fit; The effect of person-organization fit on turnover intention was moderated by seniority, and compared with longer seniority employees, person-organization fit reduced the turnover intention of those with shorter seniority.



Originality - This study enriches the existing literature on variables influencing the link between career adaptability and work outcomes, emphasizing in particular the significance of seniority and person-organization fit. In addition, it offers Chinese organization administrators a theoretical framework for considering career adaptability, which has consequences for the development of "personalized and flexible" systems.

Keywords: Chinese enterprise; Career adaptability; Person-organization fit; Seniority; Job performance; Turnover intention

1. Introduction

In times of extreme unemployment, enterprises constantly struggle with the reduction of benefits and brain drain. The work performance and work stability of employees are also the focus of enterprise management. Thus, it is indispensable for employees to improve adaptability in order to cope with the uncertain career environment. Career adaptability refers to the preparation and psychological resources individuals possess to cope with career development, transitions, shifts, and personal traumas (Savickas, 2005). These psychological resources assist individuals in addressing career development issues, confronting uncertain environmental changes (Savickas & Porfeli, 2012), influencing employee job performance (Affum-Osei *et al.*, 2019), and inclining towards turnover (Lee *et al.*, 2021; Karatepe & Olugbade, 2017).

Job performance constitutes observable behaviors and work outcomes closely linked to organizational and job objectives, embodying a unity of behavior and results, encompassing task performance and contextual performance (Borman & Motowidlo, 1993). In organizational management practices, job performance has consistently been a crucial factor affecting organizational development and profitability. Turnover intention refers to an employee's intention to leave their job position after careful consideration (Mobley, 1977), effectively predicting occurrences of employee turnover (Cho & Lewis, 2012). The frequent turnover and talent loss issues organizations currently facing are intimately associated with employees' turnover intentions.

Related studies have found that career adaptability (Savickas, 1997) has been shown to be effective in enhancing job performance (Yu *et al.*, 2017; Affum-Osei *et al.*, 2019) and decreasing turnover intentions (Lee *et al.*, 2021), but it also runs the risk of inciting turnover intentions (Karatepe & Olugbade, 2017), indicating that career resilience is a "double-edged

sword."

The factors influencing job performance and turnover intentions are multifaceted and can be divided into individual and organizational factors. Previous studies have shown that person-organization fit can improve job performance (Hu *et al.*, 2019) and reduce turnover intention (McCarthy *et al.*, 2020). But there is relatively little research on how individual factors (career adaptability) and organizational factors (person-organization fit) interact, and whether the impact mechanisms are consistent across employees with different seniority.

Currently, numerous studies have explored the relationship between career adaptability and job performance, as well as turnover intention, from an individual perspective, examining potential mediators or moderators such as salary transparency (Stofberg *et al.*, 2022), job satisfaction (Guan *et al.*, 2016), and intra- and inter-organizational career competitiveness (Lee *et al.*, 2021). However, the role of organizational factors remains unclear, such as person-organization fit. Past research has indicated that person-organization fit can enhance job performance and reduce turnover intention (McCarthy *et al.*, 2020), but how individual factors (career adaptability) and organizational factors (person-organization fit) jointly operate remains elusive. Additionally, according to career development theory, employees in different career development stages face distinct career tasks and issues (Super, 1994). Seniority may moderate the relationship between career adaptability, person-organization fit, job performance, and turnover intention, but this moderating mechanism is currently unclear.

Therefore, based on the theories of career construction, job embedding and career development, this study respectively discusses the influence of employees' career adaptability on job performance and on turnover intention, and explores the roles of person-organization fit and seniority in the two influencing

paths.

2. Theoretical background and research hypothesis

Career adaptability and job performance and turnover intention

The Theory of Career Construction proposes that individuals achieve career development through adaptation to the social environment, ultimately achieving an organic unity between individuals and their environment. This adaptation encompasses adaptive readiness, adaptability resources, adapting responses, and adaptability results. Among these, adaptability resources refer to an individual's self-regulatory ability to address unfamiliar, complex, and uncertain issues in career development tasks, career transitions, and work traumas, specifically manifested as career adaptability (Savickas & Porfeli, 2012). Career adaptability is a form of socio-psychological capital formed by the interaction between individuals and their external environment, encompassing four dimensions: career concern, career control, career curiosity, and career confidence.

Researches showed that employees with strong career adaptability possess higher levels of socio-psychological competence, enabling them to proactively self-regulate, and develop strategies and actions to achieve their goals (Savickas & Porfeli, 2012), leading to high performance (Yu *et al.*, 2017), while not choosing to leave to avoid difficulties, leading to lower turnover intention (Zhu *et al.*, 2019). Research on the relationship between career adaptability and turnover intentions, however, differs. Some studies suggest that high career adaptability also has the risk of triggering turnover intention (Karatepe & Olugbade, 2017). Meanwhile, the effect of career adaptability on turnover intention is moderated by multiple factors (Wang *et al.*, 2021), such as job satisfaction, organizational and colleague support, and career competitiveness within and outside the organization (Guan *et al.*, 2016; Lee *et al.*, 2021). Therefore, employees' career adaptability may play a greater role in an unstable organizational environment, resulting in a lower turnover intention. Therefore, we propose the following relationship:

Hypothesis 1a: Career adaptability will positively predict job performance.

Hypothesis 1b: Career adaptability will negatively

predict turnover intention.

The Mediation of Person-organization fit

According to the theory of career construction, individuals equipped with adaptability resources (career adaptability) necessary for career development will generate beliefs and behaviors to cope with changes (adapting responses), which in turn influence their adaptability outcomes (Savickas & Porfeli, 2012). Adaptability outcomes refer to the extent to which individuals meet role requirements within a specific period, reflecting the degree of alignment between individual needs and environmental changes. This alignment can be manifested as the degree of fit between individuals and organizations. Person-organization fit (PE) is a process in which individuals adjust and revise in time to achieve a dynamic balance between individual and organizational in respect of values, supply, and demand in order to achieve personal-organizational fit in the process of adapting to the changing environment (Kristof, 1996). Research has found that individuals with strong career adaptability are able to perceive possibilities within unexpected changes and recover from unforeseen outcomes (Rudolph *et al.*, 2017). They are better equipped to adjust their personal states to achieve alignment with both individual and organizational needs.

According to the Spillover model of person-environment fit (Kristof-Brown *et al.*, 2002), new employees with strong career adaptability can compensate for mismatches in certain aspects by adapting to other aspects of the organization, thereby integrating more effectively into the organization. The more individuals match with the organization, the higher their job performance (Howard *et al.*, 2016; Chen *et al.*, 2020; Chu, 2021), and the lower their turnover behavior (Boon & Biron, 2016). The Theory of Job Embeddedness also suggests that when employees' personal values, career goals, and future plans align with the organization, their connection to the organization becomes stronger, leading to lower turnover intentions (Mitchell *et al.*, 2001). In summary, employees achieve personal-organizational fit by continuously improving career resilience, which positively affects job performance and turnover intentions. Therefore, we propose the following relationship:

Hypothesis 2a: Personal-organizational fit will

mediate the relationship between career adaptability and job performance.

Hypothesis 2b: Personal-organizational fit will mediate the relationship between career adaptability and turnover intentions.

The Moderation of Seniority

The theory of career development suggests that a person's career can be divided into different stages of development, each with its own tasks and problems (Super, 1994). Seniority marks the career stage of the employee. The adaptability and organizational fit of employees at different career stages vary, as well as the impact on job performance and turnover intentions (Wang *et al.*, 2020; Namin *et al.*, 2022). From a personal perspective, employees with high seniority, the older they are, the more adaptive they are and the higher their job performance (Karatepe & Olugbade, 2017; Rudolph *et al.*, 2017), but for new entrants, it is likely that job performance will be lower for various reasons (e.g., low job satisfaction), thereby making career adaptability a less useful predictor of job performance (Guan *et al.*, 2016). From an organizational perspective, the relationship between human resource management and job performance appears more pronounced among older employees (Yu *et al.*, 2022). The role of seniority seems inconsistent in both the relationship between individual factors and job performance, and the relationship between organizational factors and job performance. How seniority moderates this relationship when considering

both individual factors (career adaptability) and organizational factors (person-organization fit) remains to be explored.

Seniority is also an important moderator of career adaptability affecting turnover intention. It negatively moderates the relationship between career adaptability and turnover intention (Yu *et al.*, 2013), weakening the relationship between career adaptability and job bottlenecks (Zhou *et al.*, 2018). As employees spend time in the organization, the degree of employee-organization alignment increases (Vleugels *et al.*, 2019), thereby improving job performance (Hu *et al.*, 2019) and decreasing turnover intention (McCarthy *et al.*, 2020). In summary, we propose the hypotheses and theoretical model figures (1-2):

Hypothesis 3a: In the mediation model of career adaptability, personal-organizational fit and job performance, seniority will positively moderate the relationship between career adaptability and job performance, and will positively moderate the relationship between personal-organizational fit and job performance.

Hypothesis 3b: In the mediation model of career adaptability, personal-organizational fit and turnover intention, seniority negatively will moderate the relationship between career adaptability and turnover intention, and will negatively moderate the relationship between person-organizational fit and turnover intention.

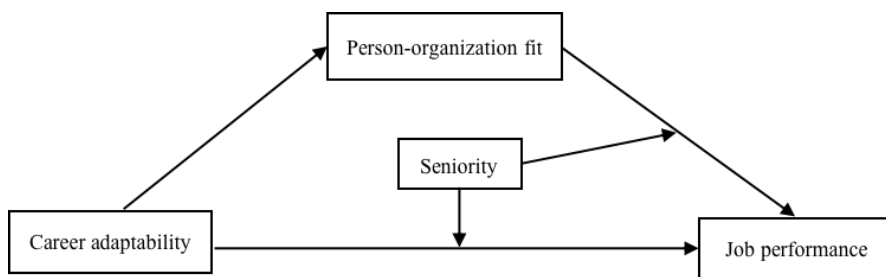


Figure 1. The effects of career adaptability on job performance

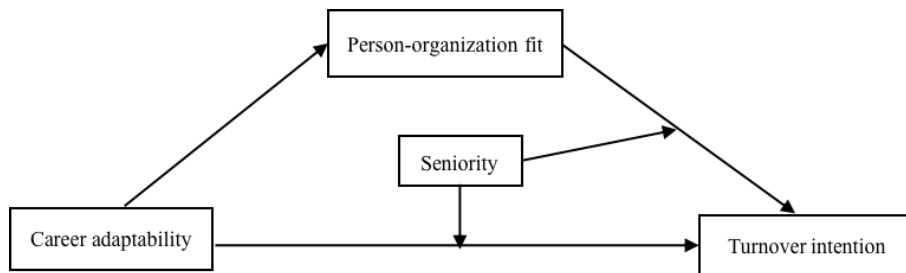


Figure 2. The effects of career adaptability on turnover intention

3. Methodology

Sample and data collection

This study used random sampling method to randomly distribute questionnaires to employees and managers of 5 enterprises in Shanghai, China. In order to facilitate sampling, online surveys were sent at random to help with sampling (Tool: WenJuanXing, a professional online questionnaire, examination, and assessment platform). Participants received an informed consent form, which explained the purpose of our survey, and then completed a formal questionnaire. After completing the questionnaire, each person will receive a reward of 20 Yuan.

A total of 402 questionnaires were distributed in this survey. After recycling and sorting out invalid questionnaires such as incomplete answers and too short response times, 375 valid questionnaires were obtained (recovery rate 93%). Among them, there were 204 males and 171 females, with an age of 30.07 ± 1.17 (mean \pm SD) years and 3.63 ± 0.67 (mean \pm SD) years of seniority. In terms of education, high school or junior college education accounted for 6.7%, college education accounted for 16.0%, bachelor's degree accounted for 49.9%, and postgraduate education and above accounted for 27.5%. In terms of job categories, manufacturing accounted for 22.1%, technology accounted for 18.4%, administration and service accounted for 34.7%, marketing accounted for 15.2%, and other categories accounted for 9.6%. In terms of job position, general employees accounted for 75.7%, grassroots managers accounted for 14.4%, and middle and senior managers accounted for 9.9%. In terms of enterprise nature, state-owned enterprises/central enterprises accounted for 75.7%, private/private enterprises accounted for 14.4%, and foreign/joint ventures accounted for 9.9%.

4. Measures

Career Adaptability Questionnaire

The Chinese version of the Career Adaptability Questionnaire, developed by Savickas (2012) and updated by Tan (2015), has 24 items, including four dimensions: career curiosity, career control, career concern, and career confidence. According Likert5 points scoring (“1 completely inconsistent” to “5 completely consistent”). A sample item, “I focus on my career”. The stronger the career adaptability, the higher

the scale score. The Conbach's α for this scale was 0.97.

Person-Organization Fit scale

Zhang (2008), a Chinese scholar, refined and used the Person-Organization Fit scale (POFs) created by Cable (1994) on the integrated concept of personal-organization fit. There were 9 items in total, including consistency matching, demand-supply matching and demand-ability matching. The Likert-5 scale was used to rate responses (“1 completely inconsistent” to “5 completely consistent”), and a sample item, “My personal values can match the values and culture of the organization”. The greater the score, the better the degree of match between person and organization. The Conbach's α for this scale was 0.93.

Job performance scale

Chinese version (Yang, 2017) Job Performance Questionnaire includes two dimensions and a total of 10 items. According to the Likert 5-point scale (“1 completely inconsistent” to “5 completely consistent”), better performance is indicated by a higher score. The Conbach's α for this scale was 0.93.

Turnover intention scale

Turnover Intention scale (Konovsky & Cropanzano, 1991) includes three components. Likert5-point scoring (“1 completely inconsistent” to “5 completely consistent”) was adopted. And the higher the score, the higher the turnover intention. The Conbach's α for this scale was 0.88.

5. Data Analysis

The software SPSS 23.0 was mainly used for data processing and analysis. After coding the data, a thorough screening has been carried out to highlight any outliers and missing entries prior to running multivariate analysis. Data normality of the continuous variables (e.g., size of the firm, recruitment) was assessed by exploring descriptive statistics and the measures of skewness and kurtosis were satisfactory. Common method bias tests were conducted according to Harman's one-way test. Correlation analysis was used to test the relationship between career adaptability, personal-organizational fit, seniority, job performance, and turnover intention. Then the PROCESS macro program of Hayes (2013) was used to test the mediating effect of person-organization fit, and the nonparametric percentile Bootstrap method with bias correction was used to determine the significance of the effect. The

selection point method and Johnson-Neyman method were used to test the moderating effect of seniority.

6. Results

Common method deviation test

To test the common method bias, Harman's single factor test was used to conduct exploratory factor analysis for all items in the four questionnaires. In the absence of rotation, there were six factors with characteristic roots greater than 1, and the maximum factor explained variance was 28.2% (< 40%),

indicating that the common method deviation in this study is not serious (Zhou & Long, 2004).

Description and correlation analysis

Table I shows the means, standard deviations, and correlations for main variables. Consistent with the theoretical predictions, correlations among the main study variables were in the expected direction.

There is a significant positive correlation between seniority career adaptability, person-organization fit and job performance, and a significant negative correlation between each variable and turnover intention.

Table I Descriptive statistics and simple correlations ($N = 375$)

| | $M \pm SD$ | 1 | 2 | 3 | 4 | 5 | 6 |
|--------|-------------|---------|--------|---------|---------|---------|--------|
| 1. Age | 30.07±1.17 | - | | | | | |
| 2. Sen | 3.63±0.67 | 0.64** | - | | | | |
| 3. CA | 90.07±17.83 | 0.16** | 0.19** | (0.97) | | | |
| 4. POF | 30.78±7.56 | 0.15** | 0.20** | 0.67** | (0.93) | | |
| 5. JP | 38.42±7.41 | 0.20** | 0.17** | 0.78** | 0.68** | (0.93) | |
| 6. TI | 9.00±3.42 | -0.20** | -0.11* | -0.18** | -0.24** | -0.20** | (0.88) |

Note(s): Sen = Seniority; CA = career adaptability; POF = person-organization fit; JP = job performance; TI = turnover intention. M is the mean and SD is the standard deviation. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$; Age and seniority are continuous variables and are the actual number of years. The internal consistency reliability of the variable is on the diagonal.

Hypothesis testing

H1a-H3a The relationship between career adaptability and job performance: The mediating effect of person-organization fit and the moderating effect of seniority

Based on the moderated moderated-mediation procedure suggested by Hayes, model 15 in the PROCESS macro program was used to examine the mediating effect of person-organization fit and the moderating effect of seniority. After controlling for age, person-organization fit is a significant mediator between career adaptability and job performance ($\beta = 0.28, p < 0.00, 95\%CI = 0.20$ to 0.36], excluding 0). The results support hypotheses 1a and 2a. The direct effect of career adaptability on job performance was significant ($\beta = 0.58, p < 0.00, 95\%CI = 0.50$ to 0.66 , excluding 0). Together, the results suggested that person-organization fit partial mediated the relationship between career adaptability and job performance (**Table II**).

The interaction term of career adaptability and seniority negatively predicts job performance, indicating that seniority negatively moderated effect between career adaptability and job performance ($\beta_{CA-JP} = -0.10, p = 0.047, 95\%CI = -0.19$ to -0.01 , excluding 0). However, the moderating effect of seniority on the latter half of the pathway was not significant ($\beta_{POF-JP} = -0.02, p = 0.731, 95\%CI = -0.10$ to 0.07], included 0).

In order to further verify the moderating effect, the simple slope was tested by Johnson-Neyman's method. Career adaptability could significantly predict job performance at both low and high seniority ($\beta_{low} = 0.62, t = 11.92, p < 0.001$; $\beta_{high} = 0.44, t = 6.02, p < 0.001$). The positive effect of career adaptability on job performance decreases with the increase of seniority (see **Figure 3**). Johnson-Neyman method was used to further quantify the adjustment variables, and it was found that there was no statistical critical value in the observation range.

Table II Testing the effect of person-organization fit and seniority

| Predictive variable | POF | | | JP | | |
|---------------------|---------|------|---------------|---------|------|--------------|
| | β | SE | 95%CI | β | SE | 95%CI |
| Age | 0.05 | 0.04 | [-0.02, 0.13] | 0.08 | 0.03 | [0.02, 0.14] |
| CA | 0.63 | 0.04 | [0.54, 0.71] | 0.05 | 0.04 | [0.45, 0.62] |

Continuation Table:

| Predictive variable | POF | | | JP | | |
|---------------------|---------|------------------|-------|---------|------------------|----------------|
| | β | SE | 95%CI | β | SE | 95%CI |
| POF | | | | 0.28 | 0.04 | [0.20, 0.36] |
| Sen * CA | | | | -0.10 | 0.05 | [-0.19, -0.01] |
| CA * POF | | | | -0.02 | -0.04 | [-0.10, 0.07] |
| R | | 0.67 | | | 0.82 | |
| R^2 | | 0.45 | | | 0.67 | |
| F | | (4, 370)77.19*** | | | (6, 368)124.4*** | |

Note(s): Sen = Seniority; CA = career adaptability; POF = person-organization fit; JP = job performance; TI = turnover intention. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

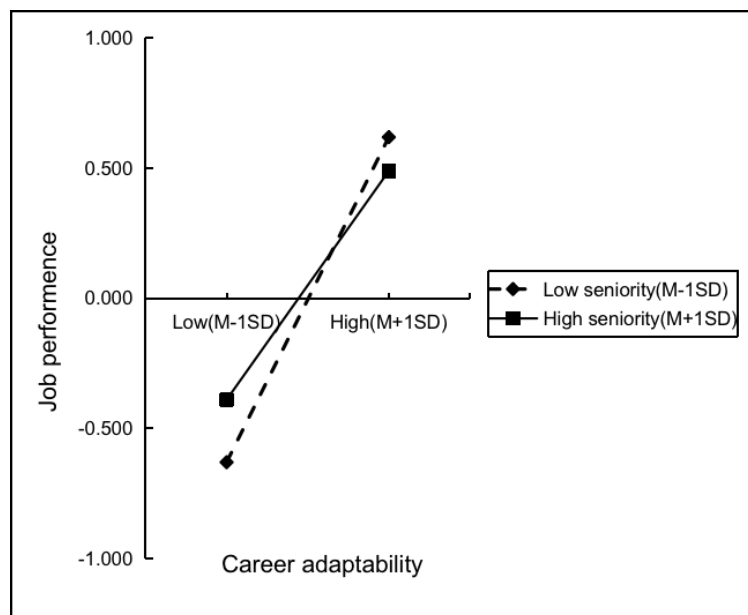


Figure 3. The moderating effect of seniority on career adaptability and job performance

H1b-H3b The relationship between career adaptability and turnover intention: The mediating effect of person-organization fit and the moderating effect of seniority

Based on the moderated moderated-mediation procedure suggested by Hayes, model 15 in the PROCESS macro program was used to examine the mediating effect of person-organization fit and the moderating effect of seniority. After controlling for age, there is a significant mediating effect of person-organization fit between career adaptability and turnover intention ($\beta = -0.22$, $p = 0.001$, 95%CI = -0.35 to -0.08 , excluding 0). The results support 1b and 2b. After adding mediating variables, the direct effect of career adaptability on job performance was not significant ($\beta = 0$, $p = 0.99$, 95%CI = -0.14 to 0.14 , containing 0). Together, the results suggested that

person-organization fit played a complete mediating role between career adaptability and job performance (Table III).

The interaction term of seniority and person-organization fit negatively predicts turnover intention, indicating that seniority negatively moderated between person-organization fit and turnover intention ($\beta_{\text{POF-TI}} = -0.23$, $p = 0.002$, 95%CI = -0.37 to -0.08 , excluding 0). In order to further verify the adjustment effect, the simple slope was tested by Johnson-Neyman's method. At low seniority, person-organization fit could not significantly predict turnover intention ($\beta = 0.0008$, $t = 0.009$, $p = 0.10$). At high seniority, person-organization fit had a significant negative effect on the prediction of turnover intention ($\beta = -0.45$, $t = -4.18$, $p < 0.001$). The results suggests that the negative effect of person-organization fit on turnover intention decreased with

the increase of seniority (see **Figure 4**).

The Johnson-Neyman method is adopted to further quantification. The results show that when seniority is higher than 3.39 years, the confidence interval of the effect of person-organization fit on turnover intention does not include 0, and person-organization fit has

a significant negative moderating effect on turnover intention. In conclusion, the prediction effect of person-organization fit on turnover intention decreased significantly only when seniority was higher than 3.39 years (see **Figure 5**).

Table III Testing the effect of person-organization fit and seniority

| predictive variable | POF | | | TI | | |
|---------------------|---------|-----------------|---------------|---------|----------------|----------------|
| | β | SE | 95%CI | β | SE | 95%CI |
| Age | 0.05 | 0.04 | [-0.02, 0.13] | -0.14 | 0.05 | [-0.24, -0.04] |
| CA | 0.63 | 0.04 | [0.54, 0.71] | 0.00 | 0.07 | [-0.14, 0.14] |
| POF | | | | -0.22 | 0.07 | [-0.35, -0.08] |
| Sen *POF | | | | -0.23 | 0.07 | [-0.37, -0.08] |
| R | | 0.67 | | | 0.33 | |
| R ² | | 0.45 | | | 0.11 | |
| F | | (4,370)77.19*** | | | (6,368)7.69*** | |

Note(s): Sen = Seniority; CA = career adaptability; POF = person-organization fit; JP = job performance; TI = turnover intention. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

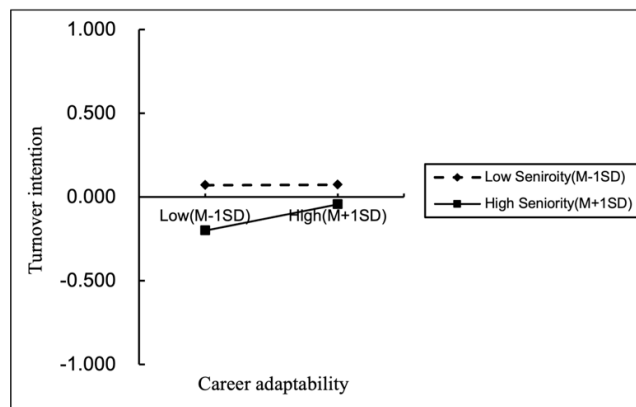


Figure 4. The moderating effect of seniority on the relationship between person-organization fit and turnover intention

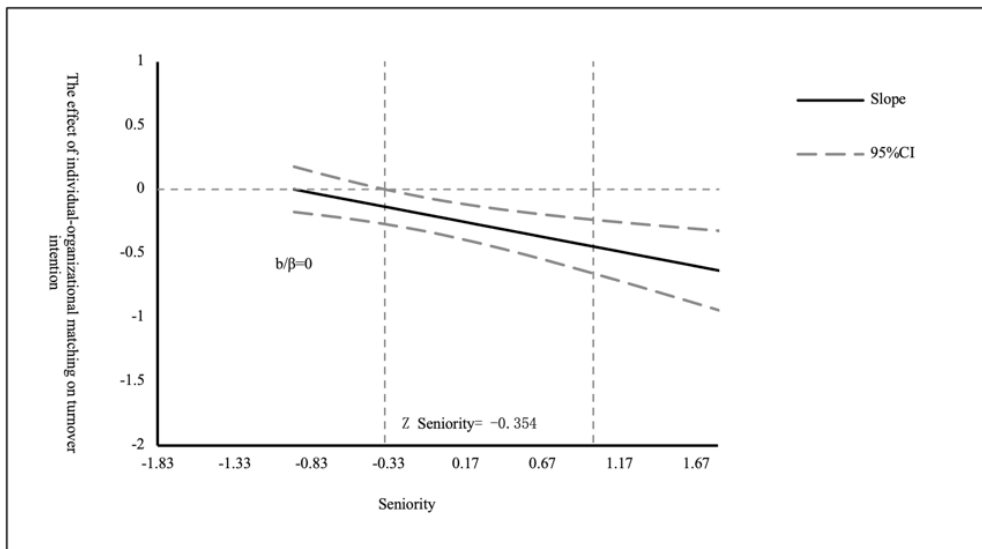


Figure 5. Influence of service on career adaptability and turnover intention

7. Discussion

Our study, which was informed by the theory of career construction, looked at the connections between career adaptability, personal-organizational fit, seniority, job performance, and intention to leave. Our results supported two moderated mediation models based on a sample of 375 workers.

First, through a partly mediating role for personal-organizational fit, career adaptability positively influences job performance. Seniority also negatively moderated the relationship between career adaptability and job performance, meaning that when compared to individuals with high seniority, employees with low seniority had a larger positive correlation between career adaptability and job performance. This is consistent with earlier research. (Hu *et al.*, 2019; Yu and Zheng, 2013). According to the career construction theory (Savickas & Porfeli, 2012), employees have strong career adaptability, which can help people recover from unexpected outcomes (Rudolph *et al.*, 2017) and better adjust their personal status to achieve the match between individuals and organizations, so as to achieve high performance. Yet, career development theory asserts that adaptability is more crucial in the early stages of career (Super, 1994), and that it can be used to predict job performance in new hires.

Second, through a completely mediating role for personal-organizational fit, career adaptability negatively influences turnover intention. Seniority also negatively moderated the relationship between career adaptability and turnover intention, meaning that compared with the high seniority, the low seniority employees' personal-organization fit had a stronger negative prediction on turnover intention. The hypothesis of person-organization fit states that people with poor adaptation tend to have higher turnover intentions. The reasons for this may be that they might not be able to react fast to organizational needs, which leads to a low level of fit between people and the organization, which undermines people's feeling of identity and belonging to the business and prevents career advancement (Kristof, 1996). But the dynamics alter depending on the employee's seniority. The job experience model contends that when individuals with low seniority face career challenges, they lack work experience and answers and must more frequently

turn to the company for assistance (Katz, 1980). For workers with less seniority, personal-organization fit is particularly crucial.

The theoretical significance of our study lies in elucidating the internal mechanisms through which career adaptability influences job performance and turnover intention, specifically by examining how career adaptability affects employees' job performance and turnover intention through person-organization fit. Moreover, the study investigates the crucial moderating role of seniority, which has been overlooked in previous research. This examination of tenure enriches the understanding of the mechanisms underlying the impact of career adaptability and contributes to advancing the Theory of Career Construction.

The results of this study can provide valuable insights for managers. On one hand, career adaptability serves as a significant antecedent variable for job performance and turnover intention. Employers can increase their career adaptability through training and work rotation, and managers can use it as a benchmark for promotion and hiring. (Lee *et al.*, 2021; Guan *et al.*, 2016). On the other hand, the mediating role of person-organization fit and the moderating effect of seniority should not be overlooked. Faced with employees of different seniority, managers should moreover optimize the evaluation structure and promotion system in order to improve employees' career adaptability. At the same time, to increase the fit between employees and the organization, managers should simultaneously recognize and cater to the various demands of their staff. Finally, we expect that doing things this way will help us increase benefits, boost employee performance, and decrease turnover.

Limitations and future studies

We note certain limitations of this study. We will go through the sample characteristics and probable determining factors. When it comes to the sample, firstly, we initially followed the convenience sampling principle for the questionnaire, and participants are often entry-level employees who are primarily focused on obtaining a bachelor's degree and a college degree. Second, there aren't enough participants at the management level, which could result in a poor sample representation. Thirdly, the sample's average seniority is roughly three years. As most of the employees in our sample are still in the early stages of their

career growth, it is possible that using seniority as a moderating variable will reduce the generalizability of the study's findings. Last but not least, the study utilized a cross-sectional study design, thus resulting in the inability to determine causal relationships between variables. Therefore, future research needs to conduct a longitudinal design to further examine the important role of personal-organizational fit and seniority in the relationship between career adaptability and outcome variables in a dynamic development.

Hence, future research must use a broader sample that includes people in various jobs and with wide seniority gaps. Another limitation is that the effects of organizational structure and individual characteristics were not examined as potential influencing factors. In the Chinese cultural context, the advantages of government-driven organizations such as state-owned enterprises in terms of stability and welfare benefits are more prominent in an employment environment with high uncertainty. The interaction between elements relating to employees' career adaptability and other factors would be different due to the differences in organizational nature. Meanwhile, factors such as employees' personality traits and career choice perceptions can also have a significant impact on current job performance and turnover intentions. Therefore, the nature of the enterprise and the individual elements must therefore be further investigated in future research.

8. Conclusion

Career adaptability of enterprise employees can be enhanced by improving person-organizational fit, thereby improving job performance. In comparison to employees with high seniority, those with low seniority show an increased positive impact of career adaptability on job performance. Person-organizational fit buffers the high turnover intention caused by low career adaptability. In contrast to employees with high seniority, the positive effect of person-organizational fit in reducing turnover intention is strengthened for employees with low seniority. These findings prompt business managers to contemplate the ramifications of the alignment between enterprise employees and the organization on organizational outcomes. Furthermore, they accentuate the imperative for nuanced management strategies tailored to the distinctive

tenures of enterprise employees.

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