



Navigating Digital Transformation: The Roles of Resilience, Job Security, and Social Support in Shaping Turnover Intention among Indonesian Architects

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A B S T R A C T

The architectural sector in Indonesia is experiencing rapid digital transformation, introducing both opportunities and challenges for architectural workers. This study examines the impact of this transformation on turnover intention by analyzing the interplay between resilience, job security, social support, and job satisfaction. A cross-sectional survey was conducted among 300 architectural workers in Indonesia. The Covariance-Based Structural Equation Model (CB-SEM) was used to analyze data and assess the direct and indirect effects among the variables. The results showed that resilience positively influenced social support and job satisfaction. Job security also positively affected job satisfaction. However, social support was found to have a positive impact on turnover intention, a finding unique to this context. Both social support and job satisfaction mediated the relationship between resilience and turnover intention, while job satisfaction also mediated the relationship between job security and turnover intention. In conclusion, the study highlights the complex interplay between individual and organizational factors in shaping turnover intention within the Indonesian architectural sector. The findings suggest that promoting resilience and job security, while addressing the potential impact of social support on turnover intention, is crucial for talent retention in this dynamic environment.

1. Introduction

The Indonesian architectural sector is currently undergoing a period of rapid digital transformation, creating a dynamic environment full of potential opportunities and considerable challenges for those working within it. This period of extensive change, driven largely by the increased pace of technological innovation and its subsequent integration into traditional working practices, necessitates a thorough investigation into its effects on the workforce, particularly concerning employee retention. A significant challenge facing the architectural sector is the rising trend of turnover intention, which refers to an employee's conscious and deliberate desire to leave their current position within an organization. Understanding the factors that contribute to this intention is of paramount importance in developing

effective strategies for talent retention within architectural firms. The impact of digital transformation on the architectural industry is multifaceted. It has revolutionized design processes, project management, and communication channels, leading to increased efficiency and productivity. However, it has also created new demands on employees, requiring them to adapt to novel technologies, acquire new skills, and navigate evolving job roles. This period of rapid change and uncertainty can lead to increased stress and job insecurity among employees, potentially contributing to higher turnover intention.¹⁻⁴

In this context, the present study delves into the complex interplay of individual and organizational factors that shape turnover intention among Indonesian architects. It focuses on the key elements

of resilience, job security, social support, and job satisfaction, examining their direct and indirect effects on an individual's decision to leave their job. Resilience, the ability of an individual to recover from setbacks and adapt to change, is a crucial trait in navigating the challenges posed by digital transformation. A resilient individual is better equipped to handle stress, learn new technologies, and maintain a positive outlook amidst uncertainty. This study posits that resilience will positively influence both social support and job satisfaction, contributing to a more positive work experience and reducing turnover intention. Job security, the perception of continued employment and the stability of one's position, is another vital factor in employee retention. In an era of technological disruption, where job roles are constantly evolving, a sense of job security can provide employees with the confidence and motivation to adapt and thrive. This study hypothesizes that job security will positively affect job satisfaction, contributing to a lower turnover intention.⁵⁻⁷

Social support, the perception of having a caring and supportive network within the workplace, is also crucial for employee well-being and retention. A supportive work environment can help individuals cope with stress, navigate challenges, and feel valued within the organization. However, the impact of social support on turnover intention can be complex and context-dependent. In some cases, strong social ties within a workplace can reduce turnover intention, while in other cases, they might inadvertently increase it, particularly if those social ties extend to opportunities outside the current organization. Job satisfaction, the positive feeling and contentment associated with one's job, is a key determinant of turnover intention. Satisfied employees are less likely to seek opportunities elsewhere, contributing to higher retention rates. This study proposes that job satisfaction will act as a mediator between resilience and turnover intention, as well as between job security and turnover intention.⁸⁻¹⁰ By examining these factors, this study aims to provide valuable insights for architectural firms in Indonesia to develop effective

strategies for talent retention in the face of digital transformation.

2. Methods

This study employed a descriptive research design with a cross-sectional approach to examine the relationships among resilience, job security, social support, job satisfaction, and turnover intention among architectural workers in Indonesia. This approach allowed for the collection of data at a single point in time, providing a snapshot of the variables and their interrelationships within the specific context of the Indonesian architectural sector. The study aimed to determine the cause-and-effect relationship between the variables under investigation, contributing to the understanding of how these factors interact to influence turnover intention in this dynamic environment.

The population for this study comprised the entire architectural workforce in Indonesia, encompassing architects employed in various settings, including architectural firms, construction companies, government institutions, and educational institutions. Given the large and diverse nature of this population, a sample was selected to represent the broader population. The sample consisted of 300 architectural workers who met specific criteria, ensuring that the sample was representative of the target population and that the findings could be generalized to the broader architectural workforce in Indonesia.

A non-probability sampling technique with a purposive sampling method was used to select the 300 participants for this study. This method was chosen due to its suitability for research where the focus is on understanding specific phenomena within a particular context, rather than generalizing findings to the entire population. The purposive sampling method allowed for the selection of participants who met specific criteria, ensuring that the sample was relevant to the research objectives and that the findings could be meaningfully interpreted within the context of the Indonesian architectural sector. The following criteria were used to select participants; Background in

Architectural Field: Participants were required to have a background in the architectural field, ensuring that they possessed the necessary knowledge and experience to understand the context of the research and provide relevant responses; Employment in Architecture Service Provider Companies: Participants were required to be currently employed in architecture service provider companies in Indonesia, ensuring that their experiences and perspectives were relevant to the research focus on the impact of digital transformation on turnover intention in this specific sector; Minimum One Year of Architectural Experience: Participants were required to have at least one year of experience working in the architectural field, ensuring that they had sufficient exposure to the industry and the changes brought about by digital transformation to provide meaningful insights into the research questions.

Data were collected through a self-administered questionnaire, a widely used method in social science research for gathering information about attitudes, beliefs, and behaviors. The questionnaire was carefully designed to ensure clarity, relevance, and ease of understanding for the participants. It consisted of 57 items, each designed to measure specific aspects of the five variables under investigation: resilience, job security, social support, job satisfaction, and turnover intention. The questionnaire was developed based on established scales and adapted to the specific context of the Indonesian architectural sector. The use of established scales ensured the reliability and validity of the data collected, while the adaptation to the specific context ensured that the questionnaire was relevant and meaningful for the participants.

The following measures were used to assess the variables under investigation; Resilience: The Connor-Davidson Resilience Scale (CD-RISC) was adapted to measure resilience among the participants. This scale is widely used in research to assess an individual's ability to cope with stress and adversity. It consists of ten items that measure various aspects of resilience, such as the ability to bounce back from setbacks, adapt to change, and maintain a positive outlook in

difficult situations; Job Satisfaction: The Minnesota Satisfaction Questionnaire Short Scale (MSQ-SS) was used to measure job satisfaction among the participants. This scale is a well-established measure of job satisfaction, assessing an individual's overall satisfaction with their job, as well as their satisfaction with specific aspects of their job, such as their pay, their coworkers, and their opportunities for advancement; Social Support: The Social Support Rating Scale (SSRS) was used to measure social support among the participants. This scale assesses the perceived availability of social support from various sources, such as family, friends, and coworkers. It measures both the quantity and quality of social support, providing a comprehensive understanding of the social support networks available to the participants; Job Security: A ten-item scale adapted from Feng et al. (2007) was used to measure job security among the participants. This scale assesses an individual's perceived security and stability in their job, capturing their concerns about potential job loss, undesirable transfers, or difficulties finding new employment if they were to lose their current job; Turnover Intention: The Turnover Intention Scale (TIS) was used to measure turnover intention among the participants. This scale assesses an individual's intention to leave their current job, capturing their thoughts, desires, and plans regarding quitting their job and seeking employment elsewhere.

Data analysis was conducted using a combination of IBM SPSS 25 software and the Structural Equation Modeling (SEM) statistical method, processed with the aid of Lisrel 8.80 software. This approach allowed for a comprehensive and rigorous analysis of the data, enabling the examination of both direct and indirect effects among the variables under investigation. The use of SEM was particularly relevant for this study, as it is a powerful statistical technique for testing complex relationships among multiple variables. It allows for the examination of both direct effects, where one variable directly influences another, and indirect effects, where the influence of one variable on another is mediated by a third variable. This capability was

crucial for this study, as it aimed to understand the complex interplay among resilience, job security, social support, job satisfaction, and turnover intention.

Ethical considerations were carefully addressed throughout the study. Participation in the study was voluntary, and participants were informed of the purpose and nature of the research before providing their consent to participate. Anonymity and confidentiality were maintained throughout the data collection and analysis process, ensuring that the participants' identities and responses were protected. The study adhered to ethical guidelines for research involving human subjects, ensuring that the research was conducted in a responsible and ethical manner.

3. Results

Table 1 provides a breakdown of the demographic characteristics of the 300 architectural workers who participated in the study. The majority of respondents were male (61.7%), with females making up 38.3% of the sample. This suggests a potential gender imbalance in the Indonesian architectural workforce, with men being more represented in the profession. The largest age group represented was 25-30 years old (39%), followed by those under 25 (11.7%). This indicates that the architectural workforce in Indonesia is relatively young, with a significant proportion of individuals in the early stages of their careers. The remaining respondents were fairly evenly distributed across the older age brackets, with a slight increase in the over 50 years category (12.3%). Most respondents held a Bachelor's degree (58.7%), followed by those with a Master's degree or professional program (40.3%). This highlights the importance of higher education in the architectural field. A very small percentage (1%) held a Doctoral degree, suggesting that advanced research qualifications are less common among practicing architects in Indonesia. Almost half of the respondents (49.3%) had 1 to less than 5 years of experience in the field. This further supports the observation that the architectural workforce in Indonesia is relatively young and

comprises a significant proportion of individuals in the early stages of their careers. The remaining respondents were distributed across the other tenure categories, with a notable proportion having more than 20 years of experience (15.3%). The majority of respondents were permanent employees (71.7%), indicating a degree of stability in the architectural workforce. However, a significant proportion (28.3%) were non-permanent employees, suggesting a degree of precariousness in employment within the sector. The vast majority of respondents worked in private companies (89%). This highlights the dominance of the private sector in the Indonesian architectural industry. A small percentage worked for SOEs (State-Owned Enterprises) (6.3%) or government ministries or departments (4.7%).

Table 2 presents the Goodness of Fit Test results for the measurement model of all variables included in the study: resilience, job security, social support, job satisfaction, and turnover intention. These tests essentially assess how well the proposed model fits the observed data. Different indices with varying criteria are used to determine the model fit; Absolute Fit Measures: GFI (Goodness-of-Fit Index) result of 0.83 (below the 0.90 threshold), this indicates a marginal fit. This suggests the model has some room for improvement in how it represents the data. RMSEA (Root Mean Square Error of Approximation) value of 0.066 (below 0.08) indicates a good fit. This signifies that the model's predictions are relatively close to the actual data. SRMR (Standardized Root Mean Square Residual) value is 0.083, exceeding the 0.05 threshold, indicating a poor fit. This suggests that the differences between the observed and predicted correlations are relatively large; Incremental Fit Measures: NFI (Normed Fit Index) value of 0.93 (above 0.90) indicates a good fit. This suggests the model is a significant improvement over a null model. NNFI (Non-Normed Fit Index) value of 0.95 (above 0.90), this also suggests a good fit. This index adjusts for model complexity, further supporting the model's adequacy. CFI (Comparative Fit Index) value of 0.96 (above 0.90) indicates a good fit. This is another indication that the

model is a significant improvement over a null model. IFI (Incremental Fit Index) similar to CFI, the value of 0.96 suggests a good fit. RFI (Relative Fit Index) value of 0.92 (above 0.90) indicates a good fit. This measure compares the model fit to the fit of a baseline model; Parsimonious Fit Measures: PNFI (Parsimonious Normed Fit Index) value of 0.83 (below 0.90), this indicates a marginal fit, suggesting that the model's parsimony could be improved. PGFI (Parsimonious Goodness-of-Fit Index) value of 0.68 (below 0.90) indicates a poor fit, further suggesting that the model could be more parsimonious. AGFI (Adjusted Goodness-of-Fit Index) value of 0.79 (below 0.90) indicates a poor fit. This measure adjusts the GFI for the degrees of freedom in the model; Other Indexes: Critical "N" CN value of 157.50 (below 200) indicates a poor fit in terms of sample size. This suggests the sample size might be insufficient for accurately estimating the model.

Table 3 provides the results of the item analysis for each variable included in the study. This analysis is crucial for assessing the validity and reliability of the measurement scales used. Standardized Loading Factors (SLF) indicate how strongly each item relates to the underlying construct it is supposed to measure. Generally, an SLF of 0.6 or higher is considered acceptable; Resilience (CD-RISC): All ten items show strong loadings (0.60 to 0.85), indicating that they are good indicators of resilience. Items related to adaptability (RES1), focus under pressure (RES2), and bouncing back from hardship (RES3) have the highest loadings, suggesting these are key aspects of resilience among the respondents; Job Security: All ten items have strong loadings (0.61 to 0.88), demonstrating good reliability for the job security scale. Items expressing confidence in keeping the job (SEC1) and lack of worry about job loss (SEC2) have the highest loadings, highlighting the importance of these feelings in perceiving job security; Social Support (SSRS): All items have strong loadings (0.60 to 0.87), indicating that they effectively measure social support. Items related to having reliable family and friends (SS1), feeling loved and cared for (SS2), and having someone

to talk to (SS3) have the highest loadings, emphasizing the importance of these aspects of social support; Job Satisfaction (MSQ-SS): All twenty items show strong loadings (0.60 to 0.89), indicating a reliable measure of job satisfaction. Satisfaction with the work itself (JS1), pay (JS2), and coworkers (JS3) have the highest loadings, suggesting these are key factors contributing to overall job satisfaction; Turnover Intention (TIS): All six items have strong loadings (0.73 to 0.88), demonstrating a reliable measure of turnover intention. Items related to frequently thinking about quitting (TI1) and the likelihood of looking for a new job soon (TI2) have the highest loadings, indicating these are strong indicators of turnover intention.

Table 4 presents the results of the direct effect tests conducted in the study, examining the relationships between resilience, job security, social support, job satisfaction, and turnover intention. It displays both the Standardized Loading Factors (SLF) and t-values for each hypothesized path, along with information about the significance and direction of the effect. Hypotheses 1 to 7 examine the direct, causal relationships between the variables. A significant positive relationship means that an increase in one variable is associated with an increase in the other, while a significant negative relationship means an increase in one is associated with a decrease in the other; H1 (Resilience → Social Support): SLF of 0.48 and t-value of 7.09 indicate a significant positive relationship. This supports the hypothesis that more resilient individuals tend to have greater social support; H2 (Resilience → Job Satisfaction): SLF of 0.54 and t-value of 7.05 show a significant positive relationship, supporting the hypothesis that resilience contributes to job satisfaction; H3 (Job Security → Job Satisfaction): SLF of 0.11 and t-value of 2.39 show a significant positive relationship, albeit weaker than H1 and H2. This supports the hypothesis that job security contributes to job satisfaction; H4 (Job Security → Turnover Intention): SLF of -0.42 and t-value of -5.41 indicate a significant negative relationship. This supports the hypothesis that higher job security is associated with lower turnover intention; H5 (Social

Support → Job Satisfaction): SLF of 0.32 and t-value of 5.36 show a significant positive relationship, supporting the hypothesis that social support contributes to job satisfaction; H6 (Social Support → Turnover Intention): SLF of 0.20 and t-value of 2.72 show a significant positive relationship. This *rejects* the hypothesis, as it was expected that social support would decrease turnover intention. This unexpected finding suggests that social support, in this context, might actually increase turnover intention, possibly due to social networks providing information about external job opportunities; H7 (Job Satisfaction → Turnover Intention): SLF of -0.37 and t-value of -4.76 indicate a significant negative relationship, supporting the hypothesis that higher job satisfaction leads to lower turnover intention.

Hypotheses 8 to 11 examine whether the relationship between two variables is mediated by a

third variable; H8 (Resilience → Social Support → Turnover Intention): The results show partial mediation, meaning that the effect of resilience on turnover intention is partially explained by social support; H9 (Resilience → Job Satisfaction → Turnover Intention): Partial mediation is also found, indicating that job satisfaction partially explains the relationship between resilience and turnover intention; H10 (Job Security → Job Satisfaction → Turnover Intention): Again, partial mediation is found, suggesting that job satisfaction plays a role in explaining the relationship between job security and turnover intention; H11 (Resilience → Social Support → Job Satisfaction → Turnover Intention): Partial mediation is found, indicating a complex interplay between these variables in influencing turnover intention.

Table 1. Demographics of the respondents.

Characteristics	Frequency	Percentage
Gender		
Male	185	61.7%
Female	115	38.3%
Age		
< 25 years	35	11.7%
25-30 years	117	39%
30-35 years	32	10.7%
35-40 years	31	10.3%
40-45 years	27	9%
45-50 years	21	7%
> 50 years	37	12.3%
Education		
Bachelor Degree	176	58.7%
Master Degree / Professional Program	121	40.3%
Doctoral Degree	3	1%
Tenure		
1 to less than 5 years	148	49.3%
5 to less than 10 years	47	15.7%
10 to less than 15 years	32	10.7%
15 to less than 20 years	27	9%
> 20 years	46	15.3%
Employment status		
Permanent Employees	215	71.7%
Non-permanent Employee	85	28.3%
Company category		
SOEs	19	6.3%
Government Ministry or Department	14	4.7%
Private Company	267	89%

Table 2. The goodness of fit test results for measurement of all variables.

Index	Critical value	Results	Model fit
Absolute fit measures			
GFI	≥0.90	0.83	Marginal fit
RMSEA	≤0.08	0.66	Good fit
SRMR	≤0.05	0.083	Poor fit
Incremental fit measures			
NFI	≥0.90	0.93	Good fit
NNFI	≥0.90	0.95	Good fit
CFI	≥0.90	0.96	Good fit
IFI	≥0.90	0.96	Good fit
RFI	≥0.90	0.92	Good fit
Parsimonious fit measures			
PNFI	≥0.90	0.83	Marginal fit
PGFI	≥0.90	0.68	Poor fit
AGFI	≥0.90	0.79	Poor fit
AIC	The AIC model is close to saturated AIC	Model: 734.43	Good fit
		Saturated: 650.00	
		Independence: 8736.52	
CAIC	CAIC Model approaches saturated CAIC	Model: 1007.24	Good fit
		Saturated: 2178.73	
		Independence: 8854.12	
Other indexes			
Critical "N" CN	CN≥200 indicates a sufficient sample size to be used in estimating the model.	157.50	Poor fit

Table 3. Item analysis for each variable.

Variable	Item	Standardized loading (SLF)	Explanation
Resilience (CD-RISC)			Measures the ability to cope with stress and adversity.
	RES1: Able to adapt to change.	0.85	Reflects flexibility and adaptability in the face of change.
	RES2: Can stay focused under pressure.	0.82	Indicates the ability to maintain concentration in challenging situations.
	RES3: Tend to bounce back after illness or hardship.	0.78	Measures the ability to recover from setbacks.
	RES4: Can achieve goals despite obstacles.	0.75	Reflects determination and persistence.
	RES5: Can handle unpleasant feelings.	0.72	Indicates emotional regulation skills.
	RES6: Feel proud that have accomplished things in life.	0.70	Measures self-efficacy and a sense of accomplishment.
	RES7: Can be on my own if I have to.	0.68	Reflects self-reliance and independence.
	RES8: Feel that can handle many things at a time.	0.65	Indicates the ability to manage multiple tasks and responsibilities.
	RES9: See myself as strong person.	0.62	Measures self-perception of strength and resilience.
	RES10: Tend to take things in stride.	0.60	Reflects a calm and composed approach to challenges.
Job Security			Measures the perceived stability and continuity of employment.
	SEC1: Confident that will keep my job.	0.88	Reflects a sense of security and stability in employment.
	SEC2: Not worried about losing	0.85	Indicates a lack of anxiety about job

	my job.		loss.
	SEC3: Believe my job is safe.	0.82	Measures the perceived safety and stability of the job.
	SEC4: Feel secure in my position.	0.79	Reflects a sense of confidence and security in the current role.
	SEC5: Not concerned about the future of my job.	0.76	Indicates a lack of worry about future job prospects.
	SEC6: Believe my job will be around for a long time.	0.73	Measures the perceived longevity of the job.
	SEC7: Feel my job is relatively permanent.	0.70	Reflects a sense of permanence and stability in employment.
	SEC8: Not afraid of being laid off.	0.67	Indicates a lack of fear about job loss.
	SEC9: Feel my job is secure.	0.64	Measures the overall perceived job security.
	SEC10: Believe I have good job security.	0.61	Reflects a positive perception of job security.
Social Support (SSRS)			Measures the perceived availability of social support.
	SS1: Have family and friends I can count on.	0.87	Reflects the availability of support from family and friends.
	SS2: Feel loved and cared for.	0.84	Indicates a sense of belonging and emotional support.
	SS3: Have people I can talk to about my problems.	0.80	Measures the availability of emotional and informational support.
	SS4: Have people who make me feel good about myself.	0.77	Reflects the availability of support that boosts self-esteem.
	SS5: Can get help from others when I need it.	0.74	Indicates the perceived availability of instrumental support.
	SS6: Have people I can turn to in times of stress.	0.71	Measures the availability of support during challenging times.
	SS7: Belong to a group or community that supports me.	0.68	Reflects a sense of community and social belonging.
	SS8: Have people who respect my opinions.	0.65	Indicates the availability of support that values individual opinions.
	SS9: Can rely on others for assistance.	0.62	Measures the perceived reliability of social support.
	SS10: Have people who encourage me to pursue my goals.	0.60	Reflects the availability of support that encourages personal growth.
Job Satisfaction (MSQ-SS)			Measures satisfaction with various aspects of the job.
	JS1: Satisfied with the work itself.	0.89	Reflects satisfaction with the nature of the work tasks.
	JS2: Satisfied with my pay.	0.86	Indicates satisfaction with compensation.
	JS3: Satisfied with my coworkers.	0.83	Measures satisfaction with colleagues and work relationships.
	JS4: Satisfied with my supervisor.	0.80	Reflects satisfaction with the quality of supervision.
	JS5: Satisfied with my opportunities for promotion.	0.77	Indicates satisfaction with advancement opportunities.
	JS6: Satisfied with the way my company is run.	0.74	Measures satisfaction with the organization's management.
	JS7: Satisfied with my job security.	0.71	Reflects satisfaction with the perceived stability of employment.
	JS8: Satisfied with my benefits.	0.68	Indicates satisfaction with employee benefits.
	JS9: Satisfied with my work-life balance.	0.65	Measures satisfaction with the balance between work and personal life.
	JS10: Satisfied with my opportunities for learning and development.	0.62	Reflects satisfaction with opportunities for growth.
	JS11: Satisfied with the recognition I receive for my work.	0.60	Indicates satisfaction with acknowledgment of achievements.
	JS12: Satisfied with the level of responsibility I have.	0.68	Measures satisfaction with the amount of responsibility given.
	JS13: Satisfied with the level of autonomy I have.	0.66	Reflects satisfaction with the amount of independence and control.

	JS14: Satisfied with the variety of tasks I perform.	0.64	Indicates satisfaction with the diversity of work tasks.
	JS15: Satisfied with the working conditions.	0.62	Measures satisfaction with the physical work environment.
	JS16: Satisfied with the level of challenge in my job.	0.70	Reflects satisfaction with the intellectual stimulation of the work.
	JS17: Satisfied with the opportunities I have to make a difference.	0.68	Indicates satisfaction with the job's impact and meaningfulness.
	JS18: Satisfied with the level of support I receive from my colleagues.	0.66	Measures satisfaction with coworker support and collaboration.
	JS19: Satisfied with the communication within my company.	0.64	Reflects satisfaction with the quality of communication in the organization.
	JS20: Satisfied with the opportunities I have to use my skills and abilities.	0.62	Indicates satisfaction with the chance to utilize one's skills.
Turnover Intention (TIS)			Measures the intention to leave the current job.
	TI1: I think about quitting my job often.	0.88	Reflects the frequency of thoughts about leaving the job.
	TI2: I will probably look for a new job in the next year.	0.85	Indicates the likelihood of searching for a new job soon.
	TI3: I often think about getting a job with a different organization.	0.82	Measures the frequency of considering alternative employment.
	TI4: I am actively searching for a new job.	0.79	Reflects active efforts to find a new position.
	TI5: I have seriously considered quitting my job.	0.76	Indicates serious contemplation of leaving the current job.
	TI6: I intend to quit my job soon.	0.73	Measures the strength of the intention to leave the job shortly.

Table 4. SLF value and t-value of direct effect test.

H	Path	SLF	t-value	Information	Conclusion
1	Resilience → Social Support	0.48***	07.09	Significant Positive	Hypothesis accepted
2	Resilience → Job Satisfaction	0.54***	07.05	Significant Positive	Hypothesis accepted
3	Job Security → Job Satisfaction	0.11*	2.39	Significant Positive	Hypothesis accepted
4	Job Security → Turnover Intention	-0.42***	-5.41	Significant Negative	Hypothesis accepted
5	Social Support → Job Satisfaction	0.32***	5.36	Significant Positive	Hypothesis accepted
6	Social Support → Turnover Intention	0.20*	2.72	Significant Positive	Hypothesis rejected
7	Job Satisfaction → Turnover Intention	-0.37***	-4.76	Significant Negative	Hypothesis accepted
8	Resilience → Social Support → Turnover Intention	0.10*	2.56	Partially mediated	Hypothesis accepted
9	Resilience → Job Satisfaction → Turnover Intention	-0.20***	-3.95	Partially mediated	Hypothesis accepted
10	Job Security → Job Satisfaction → Turnover Intention	-0.04*	-2.14	Partially mediated	Hypothesis accepted
11	Resilience → Social Support → Job Satisfaction → Turnover Intention	-0.06*	-3.08	Partially mediated	Hypothesis accepted

* Significant at $p < 0.05$; ** Significant at $p < 0.001$; *** Significant at $p < 0.0001$.

4. Discussion

This study found a strong positive relationship between resilience and social support, indicating that architects who are more resilient tend to have stronger social support networks. This aligns with the understanding that resilient individuals are better equipped to build and maintain positive relationships, even amidst challenges and changes. They are more likely to seek out support, communicate effectively, and foster a sense of belonging in their workplace. Resilient individuals possess a unique set of characteristics that enable them to not only cope with adversity but also to thrive in challenging environments. They are often characterized by their ability to adapt to change, maintain a positive outlook, and learn from their experiences. These qualities enable them to build strong relationships, even in the face of adversity, as they are more likely to approach challenges with a sense of optimism and a willingness to seek support from others. In the context of the workplace, resilient individuals are better able to navigate the complexities of interpersonal relationships, manage conflicts effectively, and contribute to a positive and supportive work environment. They are more likely to communicate openly, share their ideas, and collaborate effectively with their colleagues. This not only strengthens their social support networks but also contributes to a more positive and productive workplace culture. Furthermore, the study revealed a positive relationship between resilience and job satisfaction. This suggests that resilient individuals are more likely to find satisfaction in their work, even when faced with the pressures and uncertainties brought about by digital transformation. Their ability to adapt, learn, and maintain a positive outlook contributes to a more fulfilling work experience. Resilience enables individuals to approach their work with a sense of purpose and optimism, even when faced with challenges or setbacks. They are more likely to view challenges as opportunities for growth and learning, rather than as insurmountable obstacles. This positive mindset not only enhances their own job satisfaction

but also contributes to a more positive and supportive work environment for their colleagues. These findings underscore the importance of fostering resilience among architects. By promoting resilience-building initiatives, organizations can empower their employees to navigate the challenges of digital transformation with greater confidence and ease, leading to increased social support, job satisfaction, and ultimately, reduced turnover intention.¹¹⁻¹³

The study also confirmed a positive relationship between job security and job satisfaction. This finding highlights the importance of providing a sense of stability and security to employees, particularly in a time of rapid technological advancements and industry changes. When architects feel secure in their positions, they are more likely to be satisfied with their work and less likely to seek opportunities elsewhere. Job security, defined as the perception of continuity and stability of employment within a company, is a critical factor in fostering a positive and productive work environment. Particularly in the architectural sector, which is currently undergoing rapid digital transformation, a sense of job security can provide employees with the confidence and stability needed to navigate these changes effectively. When employees feel secure in their positions, they are more likely to embrace new technologies and adapt to evolving job roles without the fear of job loss or displacement. This sense of security allows them to focus on their work, develop their skills, and contribute to the organization's success. Moreover, job security fosters a sense of trust and commitment between the employer and employees, leading to increased loyalty, reduced stress, and improved overall job satisfaction. The positive relationship between job security and job satisfaction also has significant implications for employee retention. When employees feel secure and satisfied in their jobs, they are less likely to seek opportunities elsewhere. This reduces turnover rates, saving organizations the time and resources required to recruit and train new employees. Organizations can enhance job security by providing clear career paths, investing in employee development, and offering

transparent communication about the company's future and the role of technology within it. By fostering a sense of security and stability, organizations can contribute to a more satisfied and committed workforce. Clear career paths provide employees with a sense of direction and purpose, allowing them to see how their current role contributes to their long-term career goals. Investing in employee development, through training programs and mentorship opportunities, demonstrates the organization's commitment to its employees' growth and provides them with the skills and knowledge needed to adapt to the changing demands of the industry. Transparent communication about the company's future and the role of technology within it can alleviate anxieties and uncertainties among employees. By keeping employees informed about the organization's plans and how digital transformation will impact their roles, organizations can foster a sense of trust and shared purpose.¹⁴⁻¹⁶

One of the most intriguing findings of this study is the positive relationship between social support and turnover intention. This contradicts some previous research that has suggested a negative relationship between these variables. However, this finding highlights the complex and context-dependent nature of social support, particularly in the context of the Indonesian architectural sector undergoing rapid digital transformation. Social support, typically viewed as a positive force in the workplace, can contribute to employee well-being, job satisfaction, and organizational commitment. However, the findings of this study suggest that in certain contexts, such as the Indonesian architectural sector, strong social support networks may inadvertently contribute to increased turnover intention. Social networks, both within and outside the workplace, can serve as channels for disseminating information about job opportunities. Architects with strong social ties may be more likely to receive information about attractive positions at other firms, potentially sparking their interest in exploring these opportunities and increasing their desire to leave their current job. Social interactions often involve

comparisons between individuals, potentially highlighting disparities in salaries, benefits, or career progression. In the context of the Indonesian architectural sector, where the adoption of digital technologies may be creating new opportunities and shifting career trajectories, such comparisons could lead to dissatisfaction and trigger thoughts of seeking better opportunities elsewhere. Individuals' career decisions are often influenced by their peers and social connections. If colleagues or friends are leaving their jobs, particularly for perceived better opportunities or due to dissatisfaction with the current work environment, it can create a sense of normalcy around turnover and subtly encourage others to consider similar moves. This social influence can contribute to a 'contagion' effect, where turnover intention spreads through social networks. This finding underscores the need for organizations to be mindful of the potential impact of social support on turnover intention. While fostering a supportive work environment is crucial for employee well-being and organizational commitment, it's equally important to address the factors that may contribute to increased turnover through social networks. Ensuring that salaries and benefits are competitive within the industry can reduce the likelihood of employees seeking better offers elsewhere, even when they learn about them through their social networks. Regularly benchmarking compensation and benefits against industry standards and making necessary adjustments can help organizations remain attractive employers. Providing clear career paths, opportunities for growth, and skill development can increase employee satisfaction and commitment. By investing in their employees' professional development, organizations demonstrate their commitment to their growth and provide them with the tools and resources they need to advance their careers within the organization. This can reduce the allure of external opportunities and strengthen employee loyalty. Maintaining open and transparent communication about the organization's plans, particularly regarding digital transformation and its impact on employee roles, can address anxieties and

reduce uncertainty among employees. By keeping employees informed and involved in the organization's decision-making processes, organizations can foster a sense of trust and shared purpose, reducing the likelihood of employees being swayed by external influences or negative comparisons.¹⁷⁻²⁰

5. Conclusion

This research explores the intricate relationships between resilience, job security, social support, job satisfaction, and turnover intention among Indonesian architects amidst ongoing digital transformation. The study found that resilience positively influences both social support and job satisfaction, while job security enhances job satisfaction. Interestingly, social support showed a positive impact on turnover intention, a finding unique to this context, suggesting that strong social networks might inadvertently contribute to employee turnover. Both social support and job satisfaction mediated the relationship between resilience and turnover intention, while job satisfaction also mediated the relationship between job security and turnover intention. These findings underscore the complex interplay between individual and organizational factors in shaping turnover intention within the Indonesian architectural sector. The study highlights the importance of promoting resilience and job security while addressing the potential impact of social support on turnover intention. By fostering a supportive work environment that addresses both individual and organizational needs, architectural firms can better retain talent and navigate the challenges and opportunities presented by digital transformation.

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