

## WORK ADAPTABILITY AND TURNOVER INTENTIONS AMONG UNIVERSITY GRADUATES: INSIGHTS FROM ROMANIA AND ZANZIBAR

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**Abstract:** *Today's work market presents candidates with increasing demands and unaddressed challenges that underscore the importance of adaptability, understood as one's capacity to adjust behaviors, thoughts, and emotions to respond effectively to changing work demands, environments, or situations. Although numerous studies have examined graduates' intentions to leave a job or even a profession, there remains a significant knowledge gap. Drawing on social exchange theory and job embeddedness theory, the present study aims to examine how graduates from Romania and Zanzibar perceive their ability to adapt to workplace demands and their intentions for turnover. To meet this end, the authors conducted an empirical study using the survey technique, with a questionnaire as the research instrument, targeting graduates from the University of Oradea, Romania, and The State University of Zanzibar. Furthermore, it seeks to investigate the differences in adaptability to work and turnover intentions between Romanian and Zanzibaris respondents. Our findings reveal that Zanzibaris graduates scored lower than Romanian graduates in individual adaptability to work, both overall and in specific aspects, as well as in turnover intentions. Additionally, the variability of the investigated variables was lowest among Zanzibaris compared to Romanians. Specifically, respondents from both countries attributed the lowest score to the "Embracing continuous learning" component of individual adaptability to work and the highest score to the individual adaptability to work component, namely "Coping with Work Stress." The paper contributes to a better understanding of how individual adaptability to work, combined with turnover intentions, is perceived by university graduates from Romania and Zanzibar, providing some explanations and opening new avenues for research.*

**Keywords:** *university graduates, Romania, Zanzibar, individual adaptability to work, turnover intention*

**JEL Classification:** A23, M20

## 1. Introduction

In the context of significant changes in the labor market driven by technological advancements that fundamentally redefine work, the discourse of adaptability takes center stage (Kundi, Lo Presti, and Khan, 2025). Universities are urged to ensure they produce "adaptable" graduates (Pan et al., 2018), while graduates themselves are encouraged to continuously develop their capacity to adjust behaviors, thoughts, and emotions—referred to as individual adaptability to work by Ployhart and Bliese (2006)—to effectively respond to changing work demands, environments, or situations (Schleicher, 2020; Amarathunga et al., 2024).

Today's work market presenting candidates with increasing demands and unmet situations that underscore the importance of adaptability (e.g., Arunprasad, 2017). For example, home-based work and digital collaboration tools have redefined the traditional office environment and employment terms introducing new challenges and opportunities (Syahyu, 2024). Platforms like Zoom or Microsoft Teams have enabled employees to work from virtually anywhere and anytime, fostering adaptability and work-life balance (Stankevičienė et al., 2023). Also, employees' adaptability faced significant challenges with the emergence of new forms of work in the gig economy, driven by online platforms. Many workers now engage in short-term, freelance, or project-based roles while teams undergo a digital transformation from conventional to virtual setups (Vuchkovski et al., 2023). Remote and gig work, as well as freelancing, self-employment, or pursuing multiple jobs or diverse roles simultaneously rather than committing to one profession, is widespread among young adults (Shin and Gordon, 2024).

This precariousness and diversity of roles demand individuals' full capacity to adapt to volatile situations and forms of work that generate uncertain and fluctuating incomes (Furlong, 2015). For college graduates who have already invested considerable sums of money during their years of study (Hwang, 2017), adaptability is even more challenging. Moreover, college graduates have often chosen their field of study based on financial prospects set during periods of economic boom—prospects that have changed dramatically, starting from graduation (Shapiro et al., 2016). Furthermore, in uncertain times, which have become long-term trends, graduates increasingly require an overarching ability that enhances other skills and enables effective performance across diverse complex situations, such as adaptability to reassess career paths proactively (Pan et al., 2018).

As highlighted in the review by Amarathunga et al. (2024), a variety of previous studies have shown that university graduates exhibit both strengths and weaknesses in their characteristics, abilities, and skills for coping with work life. However, challenges arise as various surveys reveal that Generation Z graduates exhibit an even higher tendency than Millennials to change jobs (turnover intention), a phenomenon that can adversely affect both the future of organizations and the reputation of universities (e.g., Baker Rosa and Hastings, 2018; Botezat, Fotea, and Fotea, 2023; Minzlaff, Palmer, and Fillery-Travis, 2024). Although numerous studies have examined graduates' intentions to leave a job or even a profession (e.g., Kashfitanto and Febriansyah, 2023; Gaan and Shin, 2023; Lee and Ji, 2024), there remains a significant knowledge gap, particularly in exploring the relationship

between graduates' individual adaptability to work (IAw)— analyzed through its seven components (Botezat et al., 2023)—and their turnover intentions.

In developing countries, such as Romania and Zanzibar, studying the relationship between graduates' IAw and their turnover intention (TI) is particularly important, as these nations often face economic instability and limited formal (qualitative) job opportunities. At the same time, higher education represents a significant investment for individuals and societies, and high turnover among graduates can undermine this investment if organizations struggle to retain skilled workers. Developing countries often experience brain drain as skilled graduates leave in pursuit of better opportunities abroad. Examining individual adaptability to work and turnover intentions can reveal factors that motivate graduates to remain and contribute to their home countries. This issue is particularly significant in Romania and Zanzibar, where large companies, small and medium-sized enterprises, family businesses, cooperatives, and social enterprises face ongoing challenges in attracting and retaining skilled graduates.

Consequently, the study aims to examine how graduates from Romania and Zanzibar perceive their ability to adapt to workplace demands and their turnover intentions. Furthermore, it seeks to investigate the differences in adaptability to work and turnover intentions between Romanian and Zanzibaris respondents.

To meet this end, the authors conducted an empirical study using the survey technique, with a questionnaire as the research instrument, targeting graduates from the University of Oradea, Romania, and The State University of Zanzibar. The paper is structured as follows: after the first section - Introduction, the second section presents the theoretical background regarding adaptability to work and turnover intentions; the third section details the research methodology, results, and discussions in the fourth section; and conclusions in the final section.

## **2. Theoretical Background**

### **2.1. Overview of Both Countries**

The European Employment Services portal mentions that on 1 January 2024, about 19.1 million people lived in Romania. In 2023, more than 8.2 million people were active in the labor market in Romania. The employment rate was 63%, 7.4 percentage points lower than the EU27. In 2023, the employment rate for young people was 18.7%, below the EU average (35,2%). As stated by the Annual report on intra-EU labor Mobility 2023, the EU-Labour Force Survey shows that in 2022, the Romanian mobile workers continue to be the largest group, accounting for 25% (2.1 million) within EU movers. The occupational groups with the highest occurrence of surplus occupations were science and engineering-associated professionals, legal, social, and cultural professionals, and science and engineering professionals, supposed to be higher- education graduates (EURES, 2025).

Located in the Indian Ocean, Zanzibar is home to 1.7 million people within the United Republic of Tanzania. The Zanzibar Office of Chief Government Statistics (OCGS) and the National Bureau of Statistics (NBS) conducted a survey across both mainland Tanzania and Zanzibar. The analytical report, titled *Integrated Labour Force Survey 2020/21*, was published in 2022 and found that the youth

unemployment rate (ages 15–35) in Zanzibar is 27.4%. The Revolutionary Government of Zanzibar and UNICEF1 2022 Report recommended that the Revolutionary Government of Zanzibar (RGoZ) develop a more inclusive labor market by providing better formal employment opportunities, especially for youth and women. Following the same report, structural reforms to the labor market should be accompanied by adequate social investments in key sectors, including tourism, agriculture, and trade. According to Zanzibar's Development Vision 2050, priority industries include the commercialization of cloves, fisheries, oils, seaweed, and dairy, the expansion of the ICT network, and the export of salt, jewelry, wooden products, electronics, and handicrafts. (Revolutionary Government of Zanzibar and UNICEF, 2022).

## **2.2. Theoretical Basis**

Social exchange theory is one of the most used theories in the study of workplace relationships. It explains human behavior and interactions through cost-benefit analysis and reciprocity principles, as outlined by Ahmad et al. (2023). For example, employees' intention to quit an organization often depends on the negative perceived balance between their contributions, such as work effort and loyalty, and their rewards, including salary, bonuses, and recognition. If the expectations regarding salary or acknowledgment of their efforts in completing work tasks and achieving objectives are not fulfilled, the employee may start considering leaving the organization. What is important to highlight here is that each individual has a subjective system of comparison shaped by previous (work) experiences and societal norms.

Acting as an overarching framework, Social Exchange Theory hosts under its umbrella Job Embeddedness Theory, which provides, in our case, additional insights into how employees evaluate their intention to leave the workplace (Jiang et al., 2012). Specifically, Job Embeddedness Theory highlights the importance of "embeddedness" in the workplace—such as compatibility with the workplace, social connections, and community ties. Employees may reconsider their intention to leave, even if they feel inadequately compensated for their effort and dedication, as recognition from the community can help restore the balance between effort and reward.

Social Exchange Theory and Job Embeddedness Theory offer a suitable framework for examining the relationship between graduates' individual adaptability to work and their turnover intentions. This framework is evident in developing countries such as Romania, particularly Zanzibar, where individuals are more likely to stay in work relationships due to a perceived lack of alternatives or the high costs associated with leaving, even when the rewards are limited.

## **2.3. Individual adaptability to work**

Individual adaptability to work is frequently described as an individual's ability to effectively accommodate changes, challenges, and new demands in the workplace. Academic literature, such as the I-ADAPT theory, frames adaptability as a multidimensional concept encompassing cognitive, emotional, and behavioral flexibility (Ployhart and Bliese, 2006). It highlights how individuals navigate dynamic

(socio-cultural) environments and relationships, adapt to learning, manage stress, and acquire new skills to sustain performance. Popular literature tends to adopt a broader perspective, emphasizing resilience, openness to change, and problem-solving abilities. It often focuses on the practical dimensions of adaptability, such as how employees manage technological advancements, organizational transformations, or evolving job roles. In the Romanian socio-cultural context, which shares certain similarities with that of Zanzibar, individual adaptability to work can be regarded as a meta-skill—an advanced or higher-order competency—because it integrates various qualities and abilities, such as flexibility, resilience, and the capacity to learn and adapt to ever-changing environments. Specifically, Botezat et al. (2023) developed and validated a scale for the Romanian population, highlighting seven *components of individual adaptability to work*: 1) managing emergencies and crises; 2) coping with workplace stress; 3) addressing challenges creatively; 4) navigating uncertain situations; 5) embracing continuous learning; 6) adapting to interpersonal dynamics; and 7) demonstrating cultural adaptability. These adaptable components enhance other skills and promote effective performance across diverse contexts and challenges, including the ability to sustain employment.

#### 2.4. Turnover intention

Turnover intention is a precursor to turnover (Apriani and Siregar, 2023). It is defined as an individual's conscious and deliberate desire to leave their current job or organization within a specific timeframe (Lazzari, Alvarez, and Ruggieri, 2022). Previous research has revealed that graduates, particularly those from Generation Z and Millennials, exhibit a strong tendency to switch jobs, leading to higher turnover rates, a trend that negatively impacts both the future of organizations and the reputation of universities (e.g., Baker Rosa and Hastings, 2018; Botezat, Fotea, and Fotea, 2023; Minzlaff, Palmer, and Fillery-Travis, 2024). Different scholars have pinpointed factors such as work-life balance, meaningful work, growth opportunities, and job expectations as significant contributors to these high turnover rates (e.g., Botezat, Fotea, and Fotea, 2023; Minzlaff, Palmer, and Fillery-Travis, 2024). Nevertheless, a notable knowledge gap persists regarding the relationship between graduates' individual adaptability to work and their turnover intentions.

Given that lower adaptability, identified by Abankwa et al. (2021) as a critical meta-skill for navigating the complexities of the 21st century, can lead to job dissatisfaction and subsequently increase turnover intentions—especially in challenging work environments (Rudolph, Lavigne, and Zacher, 2017)—we formulated our research questions:

RQ1. How do graduates from Romania and Zanzibar perceive their ability to adapt to workplace demands, both broadly and in specific aspects, and their intentions to leave the workplace?

RQ2. Are there differences between respondents in Romania and Zanzibar in terms of their general and specific adaptability to work, as well as their intentions to leave the workplace?

### 3. Research Methodology

#### 3.1. Sample

To answer our research questions, we collected data from 176 graduates of the University of Oradea, Romania, and 61 graduates of the State University of Zanzibar, as can be seen in Table 1. Although the participants studied in the western part of Romania or the capital of Zanzibar, they reside in various regions of their respective countries. It can be argued that the respondents' characteristics are representative of other university graduates in Romania and Zanzibar, given the relatively homogenous traits of Romanian and Zanzibaris people across all regions. In addition, constant connectivity, a digital lifestyle, and ongoing cultural exposure through social media are progressively dissolving physical and cultural barriers.

**Table 1. Socio-demographics data**

	ROMANIA (N = 176)			ZANZIBAR (N = 61)		
Variable	Level/Category	Frequency	%	Level/Category	Frequency	%
Gender	Female	99	56,26	Female	28	45,90
	Male	67	38,06	Male	33	54,10
	Prefer not to say	10	5,68	Prefer not to say	-	-
Age group or generational cohort	Generation Y (b. 1981-1995)	45	25,56	Generation Y (b. 1981-1995)	15	24,59
	Generation Z (b. 1996-2010)	131	74,44	Generation Z (b. 1996-2010)	46	75,41
Work experience	up to one year	34	19,32	up to one year	23	37,70
	between 1-2 years	32	18,18	between 1-2 years	15	24,59
	between 2-3 years	34	19,32	between 2-3 years	9	14,75
	between 3-4 years	22	12,50	between 3-4 years	3	4,92
	between 4-5 years	10	5,68	between 4-5 years	6	9,84
	over 5 years	44	25,00	over 5 years	5	8,20
Current occupation	Specialist in various fields of activity	65	36,93	Specialist in various fields of activity	32	52,46
	Service worker	25	14,20	Service worker	3	4,92
	Skilled worker in agriculture, forestry or fishing	4	2,27	Skilled worker in agriculture, forestry or fishing	0	0,00
	Skilled worker	14	7,95	Skilled worker	6	9,84
	State employee	25	14,20	State employee	2	3,28
	Self-employed	5	2,84	Self-employed	6	9,84
	Entrepreneur	18	10,23	Entrepreneur	7	11,48
	Other type of occupation	20	11,36	Other type of occupation	5	8,20
Number of jobs	only one	61	34,66	only one	37	60,66
	between 1 and 3	80	45,45	between 1 and 3	23	37,70
	between 4 and 6	33	18,75	between 4 and 6	1	1,64
	7 and over 7	2	1,14	7 and over 7	0	0,00

**Source:** created by authors

As graduates, we surveyed Millennial individuals (born between 1981 and 1995) and Generation Z individuals (born from 1996 onward) without applying any exclusion criteria regarding enrollment status, field of study, gender, or current work experience. Data collection was conducted in March 2025 using a questionnaire hosted and disseminated via Google Forms.

The final dataset included complete responses from 237 individuals: 176 from Romania and 61 from Zanzibar. Key socio-demographic information is presented in Appendix 1. In Romania, the majority of respondents (56.26%) were women, whereas in Zanzibar, men comprised the majority at 54.10%. Regarding age groups or generational cohorts, in both countries, one in four respondents were Millennials, while three in four belonged to Generation Z. These findings seem to align with the work experience variable only in Romania, where 25% of respondents reported having more than five years of work experience, compared to just 8.20% in Zanzibar—a difference of approximately threefold. Conversely, in Zanzibar, the percentage of respondents with up to one year of work experience was double that of Romania (37.70% vs. 19.32%). For respondents with 1–2 years of work experience, the difference was smaller, with Zanzibar leading by 6.41%.

In terms of current occupation, in Romania, the top roles were held by Specialists in various fields of activity, followed by service workers and state employees, tied in prevalence. In Zanzibar, Specialists in various fields of activity were also the most common occupation—occurring 1.46 times more frequently than in Romania—followed by entrepreneurs and self-employed individuals. Concerning the number of jobs, the most notable difference was in Zanzibar, where individuals with only one job predominated, accounting for 60.66% of respondents compared to just 34.66% in Romania. Meanwhile, the percentage of respondents who had held between 4 and 6 jobs was 18.75% in Romania, but only 1.64% in Zanzibar.

### 3.2. Measures

Each of the IAw components included in this study was operationalized using existing measures validated on the Romanian population (Botezat et al., 2023), as detailed in Appendix:

- *managing emergencies and crises* — 6 items measuring respondents' agreement with their ability to act appropriately during emergencies, such as maintaining focus or setting aside emotions, and crises, such as remaining objective and making sound decisions;
- *coping with workplace stress* — 5 reversed items measuring respondents' level of agreement or disagreement regarding, for example, reactions to stressful news, emotional disturbances when facing an overloaded schedule, or a large workload;
- *addressing challenges creatively* — 5 items measuring respondents' level of agreement with issues such as developing unique analyses for complex problems or creating innovative solutions;
- *navigating uncertain situations* — 7 items measuring respondents' agreement with situations involving unpredictability, incomplete information, or changing conditions;
- *embracing continuous learning* — 7 items measuring respondents' agreement with concepts such as acquiring new skills and adopting new methods to solve problems;

- *adapting to interpersonal dynamics* – 6 items measuring respondents' agreement with the importance of being flexible, perceptive, and open-minded when interacting with others;
- *demonstrating cultural adaptability* - 5 items measuring respondents' agreement with the importance of respecting other cultures and viewing cultural differences as opportunities for learning.

The operationalization of the items measuring turnover intention (TI) was conducted according to the scale validated by Bothma and Roodt (2013). Specifically, TI was operationalized using six items (as can be seen in Appendix), two of which were reversed, to investigate, on the one hand, respondents' perceptions regarding aspects that would make them consider leaving their job, and on the other hand, the positive appraisal of the workplace, which could influence the abandonment of the potential intention to leave the job.

For all measured items, responses were collected using a 5-point Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

#### 4. Results

In Table 2 we provide detailed descriptive statistics (minimum, maximum, mean, and standard deviation) for the participants' scores on the measures of IAW and TI.

**Table 2. Descriptive statistics for the measures of Individual Adaptability to Work Sub-Dimensions and Turnover Intention**

	ROMANIA				ZANZIBAR			
Dimension/ subdimension	Min.	Max.	Mean	Standard deviation	Min.	Max.	Mean	Standard deviation
Turnover Intention	1,50	4,50	2,93	0,72	1,67	4,00	2,60	0,53
Individual Adaptability to Work	1,00	4,64	2,15	0,69	1,14	3,25	1,93	0,49
Managing emergencies/crisis	1,00	4,17	2,02	0,69	1,00	3,17	1,68	0,45
Coping with workplace stress	1,00	5,00	3,24	0,91	2,00	5,00	3,58	0,72
Addressing challenges creatively	1,00	5,00	2,01	0,62	1,00	3,20	1,75	0,47
Navigating uncertain situations	1,00	4,29	2,16	0,61	1,00	3,14	1,86	0,47
Embracing continuous learning	1,00	4,67	1,86	0,60	1,00	3,00	1,53	0,44
Adapting to interpersonal dynamics	1,00	4,33	1,86	0,66	1,00	2,67	1,59	0,44
Demonstrating cultural adaptability	1,00	5,00	1,88	0,76	1,00	2,60	1,53	0,43

**Source:** created by authors



For both groups of respondents, Romanian and Zanzibaris, the scores for IAw (i.e., 2.15 and 1.93) indicate that adaptability to work might be a challenge, with the challenge being slightly more significant for Zanzibaris. The standard deviation values, 0.69 for Romanians, suggest moderate variability around the mean, while 0.49 for Zanzibaris indicates lower variability around the mean. In short, these findings suggest that Romanians exhibit more diversity in their adaptability to work, which may require more tailored interventions to address their differing adaptability levels. In contrast, the Zanzibaris group of respondents shows fewer individuals scoring significantly above or below the group average, indicating that they are relatively consistent in their adaptability to work and could, therefore, be treated with less tailored interventions.

The average scores for IAw components among Romanian respondents ranged from 1.86 (Embracing continuous learning and Adapting to interpersonal dynamics) to 3.24 (Coping with workplace stress). For Zanzibaris participants, the scores ranged from 1.53 (Embracing continuous learning and Demonstrating cultural adaptability) to 3.58 (Coping with workplace stress).

Coping with workplace stress received the highest average rating in both countries, with a standard deviation of 0.91 for Romanians and 0.72 for Zanzibaris. This aspect indicates that while participants, on average, considered this aspect to be an important concern, there is a notable lack of consensus among respondents, more pronounced in Romania.

Embracing continuous learning had the lowest average rating in both countries, with a relatively low standard deviation in Zanzibar (i.e., 0.44) and a moderate one in Romania (i.e., 0.60). Thus, although participants rated this aspect as less important on average, their ratings were more consistent, especially among Zanzibaris respondents.

Regarding turnover intention (TI), Romanian respondents had a mean of 2.93 with a standard deviation of 0.72, while Zanzibaris respondents had a mean of 2.60 with a standard deviation of 0.53. On average, participants from both groups scored "Neutral" on the TI scale, reflecting that they are neither strongly inclined to leave their jobs nor firmly committed to staying. However, the higher standard deviation among Romanian respondents compared to Zanzibaris suggests that Romanian individuals experience more diverse levels of turnover intention.

## 5. Conclusions

Although graduates' increasing adaptability to work contributes to decreased turnover intentions, our study highlights the importance of the national context. Even within Generation Z—who formed most of our study participants and were raised in an era of globalization and technological progress—university graduates, such as those from Romania and Zanzibar, may respond differently to workplace demands, displaying varied turnover intentions.

In short, the Zanzibaris graduate's score on the measures of IAw, both broadly and in specific aspects, and TI are lower than that of the Romanian graduate's scores. These findings mean that Zanzibaris graduates perceive their ability to adapt to workplace demands as being lower than that of Romanian graduates in

terms of their general adaptability to work and in terms of the following seven components: 1) managing emergencies and crises; 2) coping with workplace stress; 3) addressing challenges creatively; 4) navigating uncertain situations; 5) embracing continuous learning; 6) adapting to interpersonal dynamics; and 7) demonstrating cultural adaptability. Regarding turnover intentions, the situation is similar, considering the fact that Zanzibaris graduates reported lower scores compared to Romanian graduates. Additionally, the variability of the two variables of interest was lowest among Zanzibaris compared to Romanians, indicating less diversity in Zanzibaris graduates' adaptability to work and turnover intentions compared to Romanians. This suggests that Romanians may require more tailored interventions to address their differing adaptability levels in mitigating turnover intentions than Zanzibaris. One can say that this difference may be influenced by Zanzibar's lower level of economic development, the situation of its labor market, and the comparatively low work experience of Zanzibaris graduates.

Despite the differing national contexts, briefly outlined in this paper, graduates from Romania and Zanzibar share at least two similarities in their individual adaptability to work. The first similarity is that respondents from both countries attributed the lowest score to the "Embracing continuous learning" component of individual adaptability to work (IAw). For many in Generation Z, who experienced the COVID-19 crisis as a significant event during their formative years—followed by the pressure to perform in a society undergoing rapid and unprecedented technological change—continuous learning may feel overwhelming.

The second similarity is that respondents from both countries assigned the highest score to the IAw component, "Coping with Work Stress." This finding might be explained by the fact that, fundamentally, work is currently at a highly uncertain juncture, especially when considering the threat posed to any employee, particularly younger one, by artificial intelligence. Furthermore, as is the case for those in Romania and Zanzibar, young individuals placed in unprecedented competitive environments keenly feel the stress caused by the pressure exerted on them.

Although our samples were relatively neutral, on average, regarding TI, the variability in scores in Romania was large. Further research should investigate the extent to which the variability in TI can be explained by IAw components, gender, and work experience.

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### Appendix. Study's main variables and subdimensions along with their items and sources

Variable	Subdimension along with their items	Source
<b>Individual Adaptability to Work (IAW)</b>	<b>Managing emergencies/crisis</b> , with 6 items — <i>Agreement with</i> : 1. I am able to maintain focus during emergencies; 2. In an emergency situation, I can put aside emotional feelings to handle important tasks; 3. I think clearly in times of urgency; 4. I am able to be objective during emergencies; 5. I usually step up and take action during a crisis; 6. I make excellent decisions in times of crisis.	Botezat, Crisan, Fotea and Fotea, 2023
	<b>Coping with workplace stress</b> , with 5 items — <i>Agreement with</i> : 1. I usually over-react to stressful news (r); 2. I feel unequipped to deal with too much stress (r); 3. I am easily rattled when my schedule is too full (r); 4. I am usually stressed when I have a large workload (r); 5. I often cry or get angry when I am under a great deal of stress (r).	
	<b>Addressing challenges creatively</b> , with 5 items — <i>Agreement with</i> : 1. I see connections between seemingly unrelated information; 2. I am good at developing unique analyses for complex problems; 3. I am an innovative person; 4. When resources are insufficient, I thrive on developing innovative solutions; 5. I am able to look at problems from a multitude of angles.	
	<b>Navigating uncertain situations</b> , with 7 items — <i>Agreement with</i> : 1. I become frustrated when things are unpredictable; 2. I am able to make effective decisions without all relevant information; 3. When something unexpected happens, I readily change gears in response; 4. I can adapt to changing situations; 5. I perform well in uncertain situations; 6. I easily respond to changing conditions; 7. I can adjust my plans to changing conditions.	
	<b>Embracing continuous learning</b> , with 7 items — <i>Agreement with</i> : 1. I take responsibility for acquiring new skills; 2. I enjoy learning new approaches to conducting work; 3. I take action to improve work performance deficiencies; 4. I often learn new information and skills to stay at the forefront of my profession; 5. I quickly learn new methods to solve problems; 6. I train to keep my work skills and knowledge current; 7. I am continually learning new skills for my job; 8. I take responsibility for staying current in my position (profession); 9. I try to learn new skills for my job before they are needed.	
	<b>Adapting to interpersonal dynamics</b> , with 6 items — <i>Agreement with</i> : 1. I believe it is important to be flexible in dealing with others; 2. I tend to be able to read others and understand how they are feeling at any particular moment; 3. My insight helps me to work effectively with others;	
<b>Turnover intention (TI)</b>	4. I am an open-minded person in dealing with others; 5. I am perceptive of others and use that knowledge in interactions; 6. I try to be flexible when dealing with others.	Bothma and Roodt, 2013
	<b>Demonstrating cultural adaptability</b> , with 5 items — <i>Agreement with</i> : 1. I enjoy learning about cultures other than my own; 2. I work well with diverse others; 3. It is important to me that I respect others' culture; 4. I enjoy the variety and learning experiences that come from working with people of different backgrounds; 5. I feel comfortable interacting with others who have different values and customs.	
<b>Turnover intention (TI)</b>	6 items — <i>Agreement with</i> : 1. I often dream of a different job that would better meet my needs and expectations; 2. Because I am not given the opportunity to achieve my work-related goals, I often feel frustrated; 3. My workplace completely meets my needs (r); 4. If I received a salary offer at the same level, I would leave the organization immediately; 5. In the next six months, I plan to leave the organization where I currently work; 6. I often can't wait for the next workday (r).	