

## Adapt to Survive, Grow to Thrive: A Literature Review of Employee Career Adaptability in a Dynamic Work Environment

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### ABSTRACT

This study aims to examine employee career adaptability in response to dynamic work environments and its contribution to strengthening psychological resilience and organizational support systems. A Systematic Literature Review (SLR) based on the PRISMA protocol was conducted through identification, screening, selection, and synthesis of 47 peer-reviewed articles (2016–2024). The review focused on skill development, psychological capital, and sustainable HR practices. Results reveal that the interaction between individual resources and contextual support plays a critical role in shaping adaptive career behavior. These findings highlight the strategic importance of fostering career adaptability through integrated interventions across organizations and educational institutions to enhance workforce resilience and guide future-oriented career development.

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## INTRODUCTION

Research on career adaptability in dynamic workplaces has emerged as a critical area of investigation due to the increasing volatility, uncertainty, complexity, and ambiguity that characterise modern labor markets and organizational environments. (Parrey & Kour, 2024; Ybarra, 2023). Since its conceptualization within the framework of career construction theory, the concept of career adaptability has undergone an evolution, encompassing psychosocial resources that facilitate effective management of career transitions and challenges by individuals. (Chen et al., 2020; Coetzee et al., 2023). The significance of career adaptability is underscored by its correlation with employee well-being, job performance, and sustainable career development. Research has demonstrated its positive impact on psychological resilience and organizational outcomes in various contexts. (Nakra et al., 2024; Tran et al., 2022). For instance, the ongoing pandemic has underscored the imperative for adaptability, as employees encounter unparalleled disruptions necessitating expeditious skill development and psychological support. (Hassanie et al., 2022; Zyberaj et al., 2022). Empirical evidence indicates that organizations with adaptive workforces exhibit heightened agility and resilience, underscoring the pragmatic significance of cultivating career adaptability. (Mahedi Hasan et al., 2024; Mujajati et al., 2024).

Despite the increased attention, specific issues remain in understanding how career adaptability interacts with skill development, psychological resilience, and organizational support within a theoretical framework to facilitate employee success in dynamic workplaces. (Ahmad et al., 2023; Harmen et al., 2022). A review of the extant literature reveals a fragmented approach, with some studies emphasizing individual psychological resources, such as psychological capital (Coetzee et al., 2023; Zyberaj et al., 2022). Conversely, the focus of other studies is on organizational factors, including sustainable human resource management practices and perceived organizational support (Ma et al., 2020; Nakra et al., 2024). Furthermore, controversy has emerged concerning the relative influence of personal versus contextual factors on adaptability and resilience, with equivocal findings regarding the mediating and moderating roles of variables such as leadership quality and job insecurity. (Q. Chen et al., 2024; Grabarski & Mouratidou, 2024). This discrepancy in knowledge hinders the formulation of comprehensive strategies to enhance adaptability and resilience, which may have adverse consequences for employee well-being and organizational performance. (Erkovan, 2017).

The conceptual framework underpinning this review integrates career adaptability as a psychosocial resource consisting of attention, control, curiosity, and self-confidence (H. Chen et al., 2020; Kusyadi, 2020), linked to psychological resilience and skill development, all embedded within organizational support mechanisms (Harmen et al., 2022; Martins et al., 2024). Drawing from career construction theory and resource conservation theory, this framework elucidates the dynamic interplay between individual capacity and environmental factors in shaping adaptive career behavior (Hassanie et al., 2022; Nakra et al., 2024). This integrated perspective provides a foundation for a systematic examination of

how these constructs collectively influence career outcomes in fluctuating work contexts.

The objective of this report is to examine extant research on the literature review of career adaptability in dynamic workplaces, focusing on skill development, psychological resilience, and organizational support within a theoretical framework to synthesize current knowledge and identify key factors influencing employee adaptability. This review is of particular significance in the contemporary business landscape, where the rapid evolution of the workplace necessitates continuous skill development, psychological resilience, and adequate organizational support for employees to effectively navigate career-related challenges.

## LITERATURE REVIEW

### Theoretical Framework of Career Adaptability

The development of career adaptability is influenced by a multifaceted array of factors, including skill development approaches, the cultivation of psychological resilience, and the provision of organizational support. Research indicates that structured training, skill enhancement, and work-based learning are key strategies for improving adaptive capacity, particularly through tailored programs and the promotion of a culture of continuous learning (Mahedi Hasan et al., 2024; Mahfud et al., 2024; Nakra et al., 2024). Meta-skills such as problem-solving, communication, and collaboration are identified as important foundations in supporting adaptability (Finch et al., 2023; Othman et al., 2022; Ybarra, 2023). Moreover, inclusive leadership and communication have been identified as pivotal factors in cultivating an organizational milieu conducive to skill development (Cindy Silvia Agustin et al., 2023; Lombongadil & Masydzulhak Djamil, 2023).

Psychological resilience is a critical component of adaptive abilities. Psychological capital elements, including hope, optimism, self-efficacy, and resilience, have been demonstrated to enhance various dimensions of career adaptability. (Coetzee et al., 2023; Zyberaj et al., 2022). Furthermore, resilience frequently functions as a mediator between adaptive abilities and well-being or career achievement. (Ahmad et al., 2023; Borg et al., 2023). In situations where uncertainty prevails, such as the ongoing pandemic caused by the novel coronavirus, resilience emerges as a significant buffer against stress and career disruption (Grabarski & Mouratidou, 2024; Hassanie et al., 2022). Conversely, psychological coherence and flexibility are being studied with increasing frequency as novel constructs that contribute to individual well-being and adaptive capacity (Anggraini et al., 2023; Russo et al., 2024).

Organizational factors have been shown to play a strategic role in shaping adaptability. Research has demonstrated a correlation between perceived organizational support, sustainable human resource management policies, and authentic and transformational leadership, and the enhancement of individuals' readiness to embrace change (Akbar, 2024; Mahedi Hasan et al., 2024; Nakra et al., 2024). Organisational efforts through welfare initiatives, flexible working arrangements, training, and the creation of a positive work environment are the main supporting mechanisms (Borg et al., 2023; Martins et al., 2024).

Organisational commitment, job engagement, and a harmonious work culture have also been shown to support retention and the development of adaptability (Lombogadil & Masydzulhak Djamil, 2023; Mujajati et al., 2024). In the context of higher education, the role of universities and supervisors is particularly salient in shaping adaptability skills during the nascent stages of a career. (Ma et al., 2020; Mahfud et al., 2024).

The theoretical framework underpinning this study is instrumental in elucidating the dynamics of career adaptability. Career construction theory serves as the primary foundation for numerous studies, frequently in conjunction with resource conservation theory, job demand-resource theory, and human capital theory (Coetzee et al., 2023; Nakra et al., 2024). A variety of theoretical frameworks, including dynamic capability theory and contemporary psychology theory, are employed to expand our comprehension of adaptability (Finch et al., 2023; Le et al., 2019). Furthermore, bibliometric and network analysis provide a meta-perspective on the theoretical evolution and direction of the study (H. Chen et al., 2020; Parrey & Kour, 2024). The theoretical approaches employed in this study encompass a range of multicultural perspectives and integrated career theories, which take into account the interaction between individual and contextual factors. (Erkovan, 2017; Kusyadi, 2020).

The interaction between individual and organizational factors has been demonstrated to exert a significant influence on adaptability and career outcomes. The interplay between organizational support and individual psychological resources has been demonstrated to influence adaptive responses to career challenges (Ahmad et al., 2023; Q. Chen et al., 2024; Nakra et al., 2024). The moderating effects of leadership, job insecurity, individual-organizational fit, and task dependency on adaptability have been identified (Akbar, 2024; Grabarski & Mouratidou, 2024). Conversely, adaptability frequently functions as a mediating factor between organizational support and outcomes such as work engagement or work resilience (Ma et al., 2020; Sunarjo et al., 2021). This finding underscores the significance of fostering congruence between individual attributes and the organizational milieu to facilitate the optimal cultivation of adaptability (Nakra et al., 2024; Ocampo et al., 2022).

## **METHODOLOGY**

This study applied the Systematic Literature Review (SLR) method guided by PRISMA to ensure transparency and consistency in identifying, selecting, and synthesising relevant studies. The review followed four stages – identification, screening, eligibility, and inclusion – culminating in data analysis. Articles were sourced using Publish or Perish 8 from databases such as Scopus, Crossref, Semantic Scholar, OpenAlex, and PubMed, with keywords including “career adaptability,” “psychological resilience,” “skill development,” “organizational support,” and “career construction theory.” The review focused on peer-reviewed empirical or theoretical articles published between 2016 and 2024 in English or Indonesian, involving working populations.

Strict inclusion criteria were applied to ensure relevance and methodological quality. Selected studies had to address career adaptability within dynamic workplaces and align with at least one of the core themes: skill

development, psychological resilience, or organizational support. The synthesis process summarized findings, identified influencing factors, and evaluated interventions supporting adaptive career behavior. Results are presented as secondary data, offering an integrated view of the key drivers and outcomes of career adaptability in contemporary work settings.

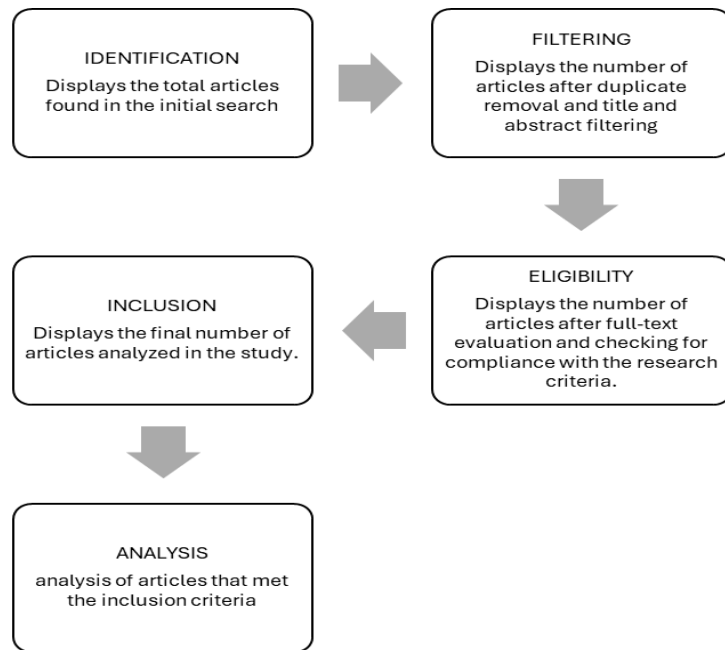


Figure 1. The Synthesis Process

## RESEARCH RESULT

In the initial stage of the article identification process, a comprehensive literature search was conducted using focused keywords related to career adaptability, such as “career adaptability,” “psychological resilience,” “skill development,” “organizational support,” and “career construction theory.” This search was performed using the Publish or Perish 8 tool, which accessed multiple academic databases including Scopus, Crossref, Semantic Scholar, OpenAlex, and PubMed. As a result, 2,031 records were identified through database searches, along with 14 additional records from other registers.

During the initial screening, 330 duplicate records were removed, and 337 articles were excluded automatically based on eligibility filters (e.g., publication year prior to 2016 or content mismatch). This left 1,149 articles for initial screening. Of these, 95 articles were excluded for not meeting the inclusion criteria, resulting in 31 reports being sought for full-text retrieval.

Among the 31 reports, five could not be retrieved in full, leaving 26 articles for eligibility assessment. These were examined in terms of research relevance, variables, theoretical grounding, methodology, and outcomes. Six articles were excluded for not aligning with the core focus on career adaptability in dynamic work contexts—such as those focusing exclusively on clinical populations or unrelated organizational constructs.

Ultimately, 47 peer-reviewed articles met all inclusion criteria and were incorporated into the final synthesis. These studies provided empirical or

theoretical insights into the factors shaping career adaptability, including individual psychological resources, organizational mechanisms, and intervention frameworks. The detailed stages of the review process are illustrated in Figure 1.

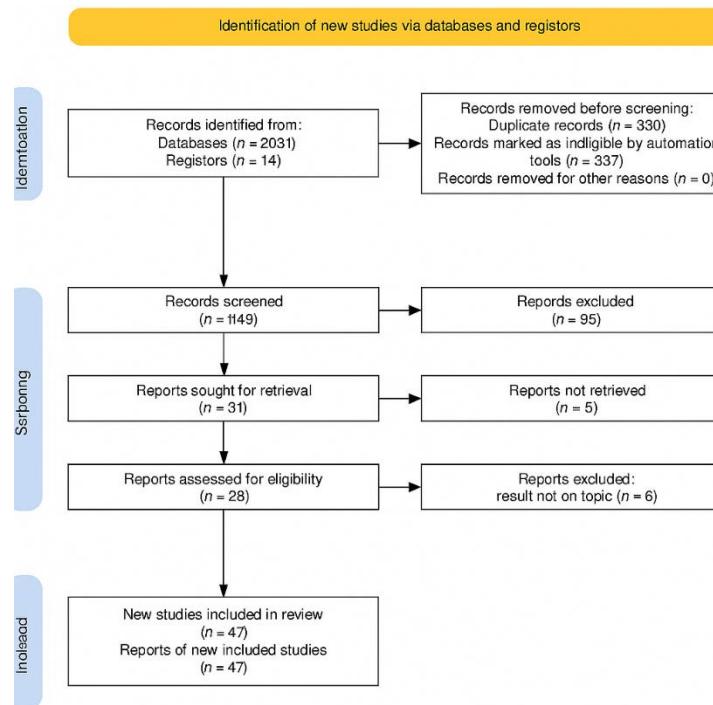


Figure 2. The Detailed Stages Of The Review Process

The following section of the review focused on three primary areas: (1) the key factors that influence employees’ career adaptability in dynamic work environments, (2) the role of psychological resilience and skill development in enhancing adaptive career behavior, and (3) the contribution of organizational support mechanisms to sustaining long-term career adaptability and well-being. The findings of the review are presented in Table 1.

Table 1. Findings of the Review

Study	Skills Development Approach	Psychological Resilience Construction	Type of Organizational Support	Use of Theoretical Framework	Interaction Effects
(Nakra et al., 2024)	Sustainable HRM practices and training programs for adaptability	Career adaptability as a moderator enhancing sustainability and well-being	Sustainable HRM emphasizing values and career sustainability	Conservation of resources theory applied in HRM and vocational psychology	Career adaptability moderates the effect of HRM on career sustainability
(Mahedi Hasan et al., 2024)	Upskilling initiatives and training with a culture of continuous learning	Psychological resilience linked to workforce agility	Positive organizational climate and leadership support	Implicit use of workforce agility framework	Organizational support enhances skills development effectiveness
(Mi & Ali, 2024)	Employee engagement and organizational resilience promoting career flexibility	Job satisfaction mediates resilience and flexibility	Organizational resilience as a key supportive mechanism	Human resource theory for workforce development	Engagement and resilience jointly influence career flexibility

(Coetzee et al., 2023)	Career agility and psychological capital activate adaptive resources	Psychological capital dimensions (optimism, hope) enhance resilience	Organizational career development practices in the public sector	Career construction theory underpins adaptability and resilience	Psychological states directly affect resilience and career satisfaction
(Borg et al., 2023)	Training and development during crises to build resilience	Personal resilience linked to positive mindset and work-life balance	Health focus and flexible work arrangements	Job demands-resources theory	Organizational support is vital for personal and career resilience
(Zhang & Jiang, 2023)	Individual, organizational, and social strategies for resilience	Work resilience analyzed at micro, meso, and macro levels	Organizational and social support	Literature-based conceptual analysis	Multi-level support enhances employee resilience
(Grabarski & Mouratidou, 2024)	Career empowerment through motivation enhances adaptability	Resilience as a psychological resource during the pandemic	Authentic leadership moderates empowerment-adaptability relationship	Theoretical model of empowerment, adaptability, and resilience	Leadership moderates individual adaptation outcomes
(Bhattarai et al., 2023)	Training to enhance awareness, curiosity, self-confidence	Psychological factors reduce turnover intention	Organizational practices retain adaptive employees	Career construction theory for turnover intention	Psychological adaptability dimensions influence exit behavior
(Mujajati et al., 2024)	Talent retention strategies based on resilience and adaptability	Resilience and adaptability influence retention	Organizational commitment and work attachment support	Private sector resilience framework	Organizational and individual resilience reduces turnover
(Mahfud et al., 2024)	Work-based learning, relevant curriculum, university support	Career self-efficacy as a mediator for learning and adaptability	University support as an organizational facilitator	Structural equation model predicting adaptation	Self-efficacy mediates organizational support effects
(Pratama et al., 2024)	Future orientation and social support drive adaptability	Future orientation partially influences adaptability	Limited social support	Quantitative analysis of career adaptability predictors	Future orientation has a stronger effect than social support
(Q. Chen et al., 2024)	Career adaptability relates to engagement through person-organization fit	Job insecurity moderates engagement outcomes	Person-organization fit as a mediator	Moderated mediation model	Job insecurity and fit influence engagement
(Liu et al., 2022)	Skill learning and curiosity as core factors	Network analysis reveals inter-dimensions adaptability relationships	Gender differences in adaptability networks	Career construction theory with network analysis	Gender moderates the role of adaptability dimensions
(Cai et al., 2023)	Supervisor and peer support mediate the influence of adaptability	Psychological capital activates proactivity	Peer support as a resource	Relational model of adaptability-proactivity	Social support mediates adaptability effects
(Jones et al., 2024)	Psychological, social, and HR resources drive adaptability	Psycho-emotional support strengthens self-confidence	Managerial and social support crucial for migrants	Career construction theory in the COVID-19 context	Internal and external support jointly influence adaptability
(Finch et al., 2023)	Delphi identifies 24 meta-skill groups	Skills include collaboration, independence, problem-solving	Organizational support requested for development	Integrated career adaptability theory with	Skills development depends on individual and

				dynamic abilities	organizational support
(Omar et al., 2023)	Job skills positively related to adaptability	High adaptability correlates with engineering graduate success	Curriculum delivery influences	Quantitative study of adaptability and job skills	Individual skills and adaptability mutually reinforce
(Agustin et al., 2023)	Leadership, communication, and social support develop adaptability	Adaptability supports resilience and stress management	Inclusive leadership and open communication	Literature review on adaptability	Organizational culture shapes adaptability growth
(Ybarra, 2023)	Validation of a four-category adaptive skills framework	Skills classified by psychological and organizational relevance	Framework aids understanding of skill involvement	Empirical validation of the adaptive framework	Framework integrates individual and organizational factors
(Othman et al., 2022)	Problem-solving and team skills influence adaptability	Communication less influential	Work soft skills as contributors	Quantitative analysis of skills impact	Specific skills have different effects on adaptability
(Harmen et al., 2022)	Literature emphasizes organizational support role	Perceived support influences performance	HR practices and leadership evaluated	Review on adaptability and organizational support	Organizational support positively affects adaptability and performance
(Ma et al., 2020)	Organizational support predicts career exploration	Career adaptability as mediator	Universities as supporters for marginalized groups	Career construction theory in collective culture	Support and adaptability enhance exploration
(Ahmad et al., 2023)	Career management fit mediates adaptability and resilience	Positive direct relationship between both	Organizational fit influences career resilience	SEM model of adaptability-resilience relationship	Fit and adaptability predict resilience
(Hassanie et al., 2022)	Workload affects mental health mediated by adaptability	Adaptability reduces secondary traumatic stress	Organizational support for healthcare workers	Career construction and conservation of resources theory	Adaptability mediates workload effects on stress
(Lombongadil & Masydzulhak Djamil, 2023)	Organizational culture and work environment influence engagement	Resilience mediates culture and environment effects	Organizational factors shape resilience and engagement	Quantitative study with resilience as a mediator	Indirect effects through resilience
(Anggraini et al., 2023)	Sense of coherence relates to career adaptability	Psychological coherence supports stress resilience	Focus on early-career employees	Correlational study on coherence-adaptability	Psychological resources support adaptability
(Kusyadi, 2020)	Multicultural review of adaptability theory	Cross-theory definitions and indicators	Integrated theoretical perspectives	Career construction and social-cognitive counseling theories	Diverse theories shape adaptability understanding
(Zyberaj et al., 2022)	Adaptability and self-efficacy mutually influence	Work self-efficacy as a resource	Not explicitly organizational	Career panel analysis across-lags	Psychological resources interact dynamically
(Erkovan, 2017)	Personal and contextual factors influence career adaptation	Organizational support predicts career success	Protean mindset and career support as keys	Integrated career theory	Interaction of personal-organizational factors shapes outcomes

(Mahmud et al., 2022)	Peer social support influences adaptability	Family support less influential	Implications for career counseling programs	Descriptive and correlational design	Social support impacts adaptability differently
(Kwon, 2019)	Willingness to work and adaptability predict work abilities	Adaptability mediates the relationship between willingness-ability	Not explicitly organizational	SEM model of student work ability	Motivation and adaptability influence work abilities
(Akbar, 2024)	Person-organization fit influences adaptability to change	Fit relates to resilience and engagement at higher levels	Organizational alignment is crucial	Mixed-methods study of transformational change	Fit moderates adaptability and turnover intention
(Schmidt et al., 2024)	Collaborative workspace fosters career resilience	Spatial and organizational resources support adaptability	Workspace as a context	Qualitative study on collaborative space	Work environment supports individual adaptability
(Liu et al., 2022)	Adaptability enhances well-being and work performance	Life satisfaction and work satisfaction as mediators	Organizational factors support well-being	SEM model of adaptability outcomes	Adaptability influences performance via well-being
(Le et al., 2019)	Emotional intelligence, self-esteem, self-efficacy predict adaptability	Personal resources as focus	Not explicitly organizational	Literature based on career construction theory	Personal resources support adaptability
(Zyberaj et al., 2022)	Positive PsyCap towards career adaptability	Adaptability mediates PsyCap effects on engagement	Leader-member exchange not a significant moderator	Longitudinal path analysis	PsyCap is more important than social support
(Nakra & Kashyap, 2023)	Adaptability predicts psychological well-being	Career sustainability as a mediator	Sustainable career climate as moderator	Career construction theory in the Indian context	Adaptability and organizational climate interact
(Ocampo et al., 2022)	Adaptability and cultural intelligence help migrant adjustment	Adjustment as a mediator of performance	Organizational and cultural support	Career construction theory with moderated mediation	Individual and contextual factors jointly influence outcomes
(Sunarjo et al., 2021)	Dynamic career adaptability mediates organizational and supervisor support	Adaptability enhances work engagement	Organizational support stronger than supervisor support	PLS-SEM analysis on millennials	Support mediated by adaptability increases engagement
(Martins et al., 2024)	Systematic review on support and career self-management	Not explicitly resilience	Bidirectional relationship between support and self-management	PRISMA review	Support and self-management mutually reinforce
(Kaur & Kaur, 2021)	Adaptability affects outcomes via job content	Proactivity moderates adaptability and job satisfaction	Organizational context shapes adaptation effects	Longitudinal study in education sector	Proactivity interacts with organizational factors
(Raemy & Barabasch, 2022)	Learning culture promotes resilience in work training	Negotiation and normalization processes enhance adaptability	Organizational learning culture as support	Qualitative process model of resilience	Organizational culture facilitates adaptability
(Mondo et al., 2021)	Psychometric validation of adaptability measures	Gender invariance and validity tested	University environment as context	Quantitative psychometric study	Measurement tool supports adaptability research

(Soltanzadeh et al., 2016)	Psychological capital predicts career adaptability	Hope and self-efficacy as predictors of resilience	PsyCap training	Correlational study in the industrial sector	Psychological capital is a key resource
(Russo et al., 2024)	Psychological flexibility linked to adaptability and well-being	Adaptability mediates flexibility and life satisfaction	Not explicitly organizational	Quantitative study on psychological resources	Flexibility and adaptability enhance well-being
(Zhao et al., 2022)	Proactive personality affects adaptability	Career identity mediates personality and adaptability	Task interdependence as moderator	Moderated mediation model in China	Personal and contextual factors interact
(Haibo et al., 2018)	Adaptability affects individual and organizational success	Career identity moderates adaptability effects	Organizational context shapes adaptability benefits	Longitudinal survey in Chinese companies	Identity and adaptability interaction affects success

## DISCUSSION

### Critical Analysis and Synthesis

#### a. Methodological Approach

A review of the extant research on career adaptability, psychological resilience, and organizational support reveals significant methodological variation. The majority of studies utilize quantitative approaches, particularly Structural Equation Modelling (SEM), to assess causal relationships between variables (Mahfud et al., 2024; Akbar, 2024). Correlational and descriptive approaches are also employed to analyze the influence of social support and self-efficacy on turnover intentions and work resilience (Bhattarai et al., 2023; Mahmud et al., 2022). Some studies have begun to adopt longitudinal approaches to examine the dynamics of adaptability over time (Haibo et al., 2018; Kaur & Kaur, 2021), as well as advanced methods such as network analysis and Delphi studies to uncover the structure of relationships between dimensions (Dynamic Effects..., 2022; Finch et al., 2023). Longitudinal panel analysis and mixed-method designs are employed to explore complex and reciprocal relationships, such as those between adaptability and self-efficacy (Volmer et al., 2022; Chen et al., 2024; Grabarski & Mouratidou, 2023). Qualitative studies also contribute to understanding specific contexts, particularly during global crises such as the ongoing pandemic (Borg et al., 2023; Jones et al., 2022).

Nevertheless, methodological limitations persist. A significant number of studies continue to utilize cross-sectional designs, a methodological approach that imposes limitations on the capacity to make causal inferences and to comprehensively understand the temporal dynamics of adaptation processes (Nakra et al., 2024; Bhattarai et al., 2023). The study's limitations include the use of small sample sizes and a narrow geographical focus, predominantly in South Asia and China (Mi & Ali, 2024; Nakra et al., 2024). The absence of longitudinal and experimental studies signifies a deficiency in evaluating the validity of long-term theories (Volmer et al., 2022).

#### b. Theoretical Framework

The theoretical framework of adaptability and resilience at work is largely based on Career Construction Theory, which emphasizes the active role of individuals in shaping their careers through interactions between personal factors

and the organizational environment. This theory has demonstrated its relevance in establishing a correlation between adaptability and well-being, as well as job satisfaction (Coetzee & Nel, 2023; Ocampo et al., 2022; Ahmad et al., 2022; Haibo et al., 2018). In order to capture the complexity of adaptability, several studies have combined it with Conservation of Resources Theory, which highlights the importance of resources in maintaining performance and coping with stress (Nakra et al., 2024; Hassanie et al., 2022).

Other approaches, such as dynamic capabilities and social cognitive theory, further expand the perspective with cognitive and contextual aspects (Mi & Ali, 2024; Kusyadi, 2020; Finch et al., 2023). Methodologically, mediation and moderation models facilitate the identification of the role of variables such as self-efficacy, individual-organisation fit, and leadership style in the enhancement of the relationship between adaptability and work engagement (Chen et al., 2024; Zhao et al., 2022). However, the application of theory remains partial and fails to consider contextual dynamics such as work culture and digitalization (Chen et al., 2020; Kusyadi, 2020; Zhang & Jiang, 2023; Ocampo et al., 2022). This suggests a need for a more responsive theoretical framework to accommodate the transformations of the modern workplace.

### **c. Development of Skills and Work Abilities**

Adaptive skills have been identified as a critical factor in effectively managing the challenges posed by technological advancements and market dynamics (Hasan et al., 2024; Finch et al., 2023). This challenge cannot be addressed solely through technical proficiency; it requires experience-based learning strategies and relevant curricula to strengthen efficacy and self-confidence in one's career (Mahfud et al., 2024; Omar et al., 2023). In this context, meta-skills such as collaboration, problem-solving, and independence form the foundation of adaptability by enhancing responsiveness to change (Finch et al., 2023; Ybarra, 2023). However, the development of these skills is contingent upon the integration of contextual educational design and institutional support that effectively bridges the domains of education and industry (Hasan et al., 2024; Finch et al., 2023; Omar et al., 2023; Othman et al., 2022).

Empirical evidence demonstrates that meta-skills have a significant impact on career mobility and agility, particularly in communication, teamwork, and problem-solving (Othman et al., 2022; Ybarra, 2023). Consequently, the implementation of a structured meta-skills framework is imperative to facilitate the acquisition and refinement of adaptive competencies (Finch et al., 2023; Ybarra, 2023). However, a research gap persists, particularly concerning digital skills and cross-sector contexts, which have historically prioritized vocational students (Ybarra, 2023; Mahfud et al., 2024; Omar et al., 2023). The dearth of research on the interaction between formal and informal learning also hinders a more holistic approach to skills development (Agustin et al., 2023).

### **d. Psychological Resilience and Capital**

The degree to which an individual demonstrates psychological resilience in the workplace is contingent upon internal strengths, which include psychological capital (PsyCap). PsyCap encompasses hope, self-efficacy, optimism, and personal

resilience. PsyCap has been demonstrated to function as a robust predictor of adaptability and career success (Soltanzadeh et al., 2016; Coetzee & Nel, 2023), in addition to fostering well-being and job satisfaction (Zyberaj et al., 2022). However, extant literature suggests that PsyCap is not the sole factor influencing this phenomenon; psychological flexibility and work-life balance are also salient factors, particularly in unstable work environments (Borg et al., 2023; Russo et al., 2023). Individuals who demonstrate a high degree of flexibility and the ability to maintain an optimal work-life balance exhibit a heightened degree of resilience in the face of external pressures.

Career adaptability has been demonstrated to reduce secondary traumatic stress and resignation intentions while increasing organizational commitment (Hassanie et al., 2022; Bhattarai et al., 2023). This underscores the notion that resilience is contingent upon the active capacity to adapt. At the organizational level, systematic interventions aimed at fortifying PsyCap represent a pivotal strategy for enhancing human resource resilience (Coetzee & Nel, 2023; Russo et al., 2023). However, an excessive focus on individuals often overlooks contextual factors such as social and structural support (Borg et al., 2023; Anggraini et al., 2023). Indeed, the concept of resilience is formed from the interaction between internal capital and external support (Zyberaj et al., 2022; Soltanzadeh et al., 2016). Furthermore, the relationship between psychological flexibility and career adaptability has received scant scholarly attention, thereby creating an opportunity for further research in this area (Russo et al., 2023).

**e. The provision of organizational support and the examination of organizational climate**

A multitude of studies have demonstrated that organizational support exerts a significant influence on the development of employees' adaptability and psychological resilience. The literature indicates that perceptions of support from supervisors, colleagues, and the organization have been found to increase work engagement and career satisfaction (Jones et al., 2022; Harmen et al., 2022). A positive work climate and inclusive leadership have also been demonstrated to strengthen individual adaptive capacity (Hasan et al., 2024; Agustin et al., 2023). However, career resilience is not solely dependent on support; it is also contingent on the alignment of individual and organizational values (Chen et al., 2024; Akbar, 2024). Furthermore, HR practices that cultivate quality relationships between leaders and subordinates are also essential (Nakra et al., 2024; Harmen et al., 2022; Sunarjo et al., 2021; Nakra & Kashyap, 2023). Organizations that foster a supportive environment and offer relevant development programs also promote continuous learning and adaptation (Hasan et al., 2024; Borg et al., 2023; Martins et al., 2024).

However, numerous studies have simplified the intricacies of organizational support by exclusively measuring perceptions of support, neglecting to consider the impact of culture, structure, and leadership style on adaptability (Akbar, 2024; Lombongadil & Djamil, 2023). The reciprocal dynamics between organizational support and career self-management are also under-explored (Martins et al., 2024). Moreover, industrial and cultural contexts are frequently disregarded, despite their capacity to influence the perception of

support (Mujajati et al., 2024; Ma et al., 2020). Consequently, subsequent research endeavors must adopt a more contextual and holistic approach.

**f. Interaction between Individual and Organisational Factors**

The capacity for adaptability and resilience in the workplace is influenced by a multifaceted interplay between individual and organizational factors. Zhao et al. (2022) and Erkovan (2017) emphasize the pivotal role of internal characteristics, including proactive personality, career identity, and intrinsic motivation, in responding to change. However, these factors are reinforced by organizational support, including a supportive work culture. To comprehend these interactions, a moderated mediation approach is imperative. Ocampo et al. (2022) and Liu et al. (2022) demonstrate that the synergy between individual psychological factors and contextual support strengthens work engagement and career success. Psychological resources such as self-efficacy and positive expectations are also important, but their effectiveness depends on organizational elements such as supportive leadership and career development policies (Nakra et al., 2024; Ahmad et al., 2022; Nakra & Kashyap, 2023). A moderated mediation approach has been demonstrated to be relevant in explaining this synergy (Chen et al., 2024; Haibo et al., 2018).

Nevertheless, a comprehensive understanding of the subject remains elusive. Empirical studies frequently compartmentalize analyses of individual and organizational factors, overlooking the reciprocal effects that underpin these phenomena (Erkovan, 2017; Martins et al., 2024). The dearth of longitudinal and multi-level research renders the comprehension of long-term dynamics arduous (Volmer et al., 2022; Erkovan, 2017). The role of moderator factors, such as age, gender, and work history, has not been consistently analyzed (Ma et al., 2020). This underscores the necessity for a more comprehensive and contextual empirical approach.

**g. Contextual and Emerging Workplace Challenges**

Global challenges, technological advancements, and shifting workforce expectations demand a new understanding of their impact on employee well-being and productivity. Economic uncertainty and work-related stress test individual resilience and demand adaptive organisational strategies (Zhang & Jiang, 2023; Jones et al., 2022; Parrey & Kour, 2024; Grabarski & Mouratidou, 2023; Hassanie et al., 2022). Work-related stress exacerbates mental health issues, but can be mitigated through organisational support and individual adaptability (Hassanie et al., 2022; Schmidt et al., 2023). Career adaptability and self-efficacy are important for coping with job insecurity and organisational change (Nakra & Kashyap, 2023; Liu et al., 2022), while social support strengthens psychological resilience (Zhang & Jiang, 2023). Therefore, HR management needs to shift to a sustainable and responsive approach (Nakra et al., 2024; Grabarski & Mouratidou, 2023).

Although the literature is beginning to highlight the impact of crises on adaptability, many studies have not fully integrated contextual factors, limiting their practical value (Parrey & Kour, 2024; Schmidt et al., 2023). Going forward, research needs to delve deeper into the role of technology management, leadership

styles, collaborative workspace design, and expand the scope across cultures and sectors (Jones et al., 2022; Schmidt et al., 2023; Raemy & Barabasch, 2022; Mi & Ali, 2024; Mujajati et al., 2024).

## **Thematic Literature Review**

### **a. Skills and Work Skills Development**

A multitude of studies underscores the significance of meta-skills, such as communication, collaboration, and problem-solving, in fostering career adaptability. The integration of skill enhancement and retraining into contemporary work systems has been demonstrated to enhance workforce flexibility and resilience. The efficacy of this approach is amplified when implemented within an organizational ecosystem that is supportive and responsive to change (Hasan et al., 2024; Finch et al., 2023; Omar et al., 2023; Ybarra, 2023; Othman et al., 2022). Sufficient work skills have also been proven to positively correlate with career success and strengthen individual adaptive capacity, thereby contributing to long-term career sustainability and satisfaction (Omar et al., 2023; Othman et al., 2022).

### **b. Psychological Resilience and Positive Psychological Capital**

Psychological resilience is recognized as a critical component of adaptive readiness. Psychological capital, which encompasses four main dimensions (hope, optimism, self-efficacy, and resilience), has been demonstrated to serve a mediating function between adaptive capacity and career outcomes, including job satisfaction, psychological well-being, and the capacity to cope with significant disruptions such as the COVID-19 pandemic (Coetzee & Nel, 2023; Borg et al.). As demonstrated in the works of Grabarski & Mouratidou (2023), Zyberaj et al. (2022), Soltanzadeh et al. (2016), and Russo et al. (2023), the subject has been thoroughly researched. Therefore, psychological capital functions not only as an internal resource but also as a primary support in maintaining career continuity under unstable conditions.

### **c. Organisational Support and Contextual Resources**

A supportive organizational environment has been demonstrated to exert a direct influence on the enhancement of employee adaptability. A body of research has identified factors that mediate or moderate the influence of adaptability on career sustainability, work engagement, and psychological well-being. These factors include sustainable human resource management practices, positive perceptions of organizational support, support from supervisors, and inclusive leadership styles (Nakra et al., 2024; Borg et al., 2023; Harmen et al., 2022; Ma et al., 2020; Sunarjo et al., 2021; Martins et al., 2024). Furthermore, a favorable organizational culture and work climate have been demonstrated to enhance employees' resilience and adaptability over time (Lombongadil & Djamil, 2023; Akbar, 2024)..

### **d. The Theoretical Framework Underlying Career Adaptability**

The prevailing theoretical framework employed to comprehend career adaptability is career construction theory, which underscores adaptive readiness,

individual resources, and adaptive response strategies. Moreover, scholars have employed resource conservation theory, human capital theory, and dynamic capability theory to explore the dimensions of skills and resilience within a career context (Coetzee & Nel, 2023; Ma et al., 2020; Erkovan, 2017; Le et al., 2019). These frameworks provide a robust theoretical foundation for elucidating the interactive relationship between individual and contextual factors in shaping career outcomes.

#### **e. Interaction between Individual and Organisational Factors**

Contemporary literature has begun to explore the dynamics of interaction between individual psychological resources and organizational factors. These interactions establish reciprocal influences on career resilience, work engagement levels, and even the intention to change jobs. This approach, which integrates personal and contextual dimensions, is considered more effective in understanding the variability of career outcomes among individuals (Mujajati et al., 2024; Ma et al., 2020; Ahmad et al., 2022; Nakra & Kashyap, 2023).

### **CONCLUSION AND RECOMMENDATIONS**

The conclusions and recommendations derived from these findings substantiate the notion that career adaptability functions as a dynamic psychological resource, one that is indispensable in facilitating individuals' ability to cope with complex and rapidly changing work environments. Adaptability is influenced by individual factors, including self-efficacy, expectations, and flexibility, as well as organizational factors, such as sustainable human resource management practices, inclusive leadership, and a supportive work climate. The interaction between personal resources and organizational support reinforces the understanding that career adaptation success is contextual and cannot be separated from the social environment at work.

Career adaptability is not a fixed trait; rather, it is a set of metaskills and psychological conditions that continue to develop across time and situations. This development poses a significant challenge to conventional career development models predicated on linear progression, thereby underscoring the necessity for a theoretical framework that is more adaptable, culturally sensitive, and contextually grounded. The reciprocal relationship between adaptability, self-efficacy, and career resilience also indicates that career management is a dynamic and ongoing process.

In practice, organizations must implement targeted training programs, work-based learning experiences, initiatives to enhance self-efficacy, and a leadership style that empowers individuals. A flexible work environment and well-being initiatives are crucial for maintaining employee engagement and resilience, especially in times of crisis. Furthermore, it is imperative to incorporate adaptive capabilities into career development and talent management strategies. This integration will facilitate a more precise identification of employees' needs and potential, thereby enhancing the efficacy of talent management processes. Educational and training institutions also play a pivotal role in equipping individuals with the skills and readiness to navigate an uncertain job market by instilling future-oriented thinking, workplace skills, and social support from an

early stage. A comprehensive and sustainable approach to career adaptability can serve as a crucial foundation for workforce resilience and organizational success in an era of ongoing change.

## ADVANCED RESEARCH

Further research endeavors must confront the constraints imposed by cross-sectional studies, employing longitudinal and experimental methodologies to elucidate the intricacies of career adaptation over time. Other significant areas of focus include the integration of digital competencies, the exploration of multilevel and cross-cultural interactions, and the influence of organizational culture and leadership on adaptability. Psychological resilience must be conceptualized as a dynamic and contextual construct. The reciprocal relationship between organizational support and career self-management remains to be adequately explained. In addition, there is a necessity to develop theoretical models that incorporate recent work phenomena, such as digitalization and multiculturalism, as well as research on the role of informal learning, demographic moderators, and the validation of context-sensitive career adaptability measurement instruments.

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