

LITERATURE REVIEW ON CAREER SUSTAINABILITY

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ABSTRACT:

We used a systematic literature review methodology to conduct the literature review. Google Scholar, Jstor, Academy of Management, Taylor and Francis, and Wiley online databases were used. “Sustainable career” and “career sustainability” are used as search keywords and we set the year between 2003 to 2023 to search articles on career sustainability. We identified empirical and theoretical articles were published and that studied across various disciplines. This article presents the definition of CS, the different theories used for studying CS, and future research on CS. Though different categories of workers face challenges in sustaining careers, this article focuses on wage workers’ career sustainability, and research related to those findings is presented. Articles with performance, core competency, well-being, and career decision with career sustainability were selected for the study.

INTRODUCTION:

Career sustainability is “preserving and enhancing human capital” and “restoring and maintaining balance” (Newman, 2011). Further, Newman (2011) added career must provide support to develop or renew individual skills, be flexible and adaptable, get ready for accepting and adapting to changes, continuous learning, and integration of various experiences and sectors in the career ladder within one’s life to gain the ‘meaning and completeness’.

The development of a sustainable career is not only important for individuals seeking career growth, but also for their families, employers, and society. Career unsustainability happens due to changes in the environment, job demand, organization practices, and individual disruptions in satisfaction, health, and productivity at work. Hence, career sustainability is a shared responsibility of us and the world around us (Greenhaus & Callanan., 2022).A portion of our lives is dedicated to work, with the average person spending over one-third of their lifetime on work (Pryce-Jones, 2011). So, satisfaction and happiness become necessary for career life as well. Hence, Jobs and careers profoundly impact our overall life quality. Research reveals that job satisfaction directly influences our well-being, life satisfaction, and career success (Faragher, Cass, & Cooper, 2005; Gallup & Oswald, 2014; Unanue, Gomez, Cortez, Oyanedel, & Mendiburo-Sequel, 2017). Given this significant impact, it's no surprise that many of us continuously strive to make informed career choices and earnestly pursue careers that bring both happiness and success.

Individuals develop their skills and competencies year after year by using opportunities for learning and development. It gains confidence and marketable them in

the job market. However, to align themselves for the development phase it is essential for them to get support from coworkers, supervisor/manager, organization, and family. Sustainable careers encompass the ability to sustain a certain level of productivity, well-being, and contentment throughout one's entire career journey. Career sustainability can be disrupted by a variety of factors, including imbalances in social, financial, and personal aspects of life, as well as physical and psychological challenges. These factors have the potential to significantly impact the stability and longevity of one's career.

Sustainable career defined as,

“The extent to which a career enables an individual to be satisfied, healthy and productive over the life course” – Greenhaus & Callanan (2022)

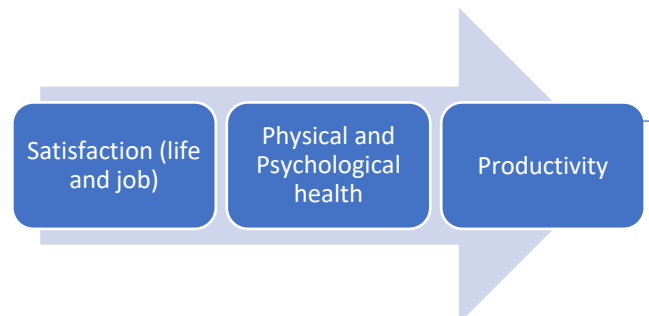
“The sequence of an individual's different career experiences, reflected through a variety of patterns of continuity over time, crossing several social spaces, and characterized by individual agency, herewith providing meaning to the individual” – Vos & J.M Van der Heijden (2015)

Greenhaus and Kossek (2014) - *A sustainable career seamlessly integrates with a fulfilling personal and family life, offering employees a sense of security, well-being, and satisfaction.*

Forrier and Sels (2003) - *A sense of security is obtained through employees' efforts to remain employable.*

Employees achieve security by acquiring the necessary expertise to protect their job and income, while also developing the flexibility needed to adapt their career paths in response to both labor market demands and personal needs (Fugate et al., 2004; Van der Heijde and Van der Heijden, 2006).

BUILDING BLOCKS OF CAREER SUSTAINABILITY



From Latent Transition Analysis (LTA) model, it was found that employees who had a stronger alignment between their personal attributes and the work environment were more inclined to experience favorable changes in their career sustainability. Conversely,

employees with a weaker person-environment fit had a higher likelihood of encountering detrimental shifts in their career sustainability (Wu & Lu, 2002).

RELATIONSHIP OF PERFORMANCE, WELL-BEING, AND CAREER DECISION WITH CAREER SUSTAINABILITY

The assumption of a combined relationship between performance and well-being has been commonly made in research. However, empirical findings in this area have been inconsistent, suggesting that the actual relationship between performance and well-being may vary and is not always straightforward (Tordera et al., 2019).

Tordera et al., (2019) tested the performance-wellbeing relationship as an indicator of sustainable careers, investigating the impacts of various HR practices and age on career sustainability using cluster and multinomial regression analysis. The findings indicated that there were no direct positive associations between HR practices and the pattern of sustainable careers. However, significant interactions were observed between age and six HR practices in relation to four patterns of well-being and performance. Performance appraisal, recruitment and selection, security, and exit management were found to be more advantageous for younger employees, while contingent pay and competitive salary were more beneficial for older employees. Hence, this study emphasizes that HR management and age are important precursors to employee well-being and high performance, ultimately contributing to a sustainable career.

Similarly, the relationship between work-home balance and career decisions remains unclear, but it is evident that employees must take an active role in shaping their career trajectory by making significant decisions, such as opting for upward mobility or transitioning to part-time work (De Hauw & Greenhaus, 2014). It is also stated by Poelmans (2005), decisions are often constrained by imperfect information and the inability to know all alternatives, inputs, rewards, and costs in advance. Consequently, if decision-making is imperfect, leads employees to potentially overestimate the positive outcomes and underestimate the negative side effects of their choices. This, in turn, can hinder the development of a sustainable career.

Future research was suggested to explore the combined moderated of perceived behavioral control and perceived organizational support between the relations of work-home and career decisions (De Hauw & Greenhaus, 2014). Theory of planned behavior (Ajzen, 1991) and Family-Relatedness of work decision theory (Greenhaus and Powell, 2012). The ongoing enhancement of ICT literacy, expertise, abilities, and proficiencies, active involvement of citizens and professional communities and adoption of network-centric approaches in organizing sustainable careers, which can help address the obstacles linked to the simultaneous progression of sustainable careers are suggested as creating a sustainable career ecosystem based on socio technical analysis (Curseu et al., 2020).

MEASUREMENT VARIABLES EXPLORED TO STUDY CS

| Authors, year | Measurement |
|------------------------------------|--|
| Ans De Vos et al. (2018) | Health, happiness, and productivity with three dimensions of person, context and time |
| De Vos and Van der Heijden. (2017) | Adult development (Renewability, flexibility, and integrity). Sustainable HRM (Values fit, employment security, renewability, and flexibility) |
| Richardson et al. (2017) | Occupational calling, global skills, and soft skills, social capital |
| Nimmi et al. (2021) | The role of Hope, Self-efficacy, and optimism determines perceived employability, resilience and self-efficacy are mediators. (Psychological capital - hope, self-efficacy, resilience, and optimism) |
| McDonald & Hite, (2018) | Longevity (Precarious job, job changes or loss due to technology, job burnout from work intensification), Resilience, Interdependency (work-home conflict, work intensification), and social justice. Societal, organizational (policies, Education and training, career development opportunities) Individual (proactive behavior, care for self and others). |
| Zhang et al., (2022) | Career competencies (reflective, communicative, behavioral) and employees' occupational burnout(moderator), lifelong learning(moderator) |
| Talluri et al., (2022) | Career adaptability, proactive career behaviours, proactive personality |
| Lu et al., (2019) | Social responsibilities towards employees(compensation benefit, working environment, working hours, training), job satisfaction, career growth, employability |
| Fang et al. (2021) | Inclusive leadership (IV), supervisor developmental feedback(mediator), thriving at work (mediator) |
| Park et al. (2020) | Emotional intelligence, ego resilience, self-control, future time perspective(mediator), career decision making self-efficacy (moderator) |
| Manutiet al. (2022) | Organisational (HRM practices, career management initiatives, work/life balance programs, talent retention and commitment) Personal resources (personality traits, employability, psychological capital, career growth, adaptability, job crafting, work engagement, people management, career ambition |

| Indicators | Sub-components | Theory | Research Method | Findings | Authors |
|---|---|---|--|---|---------------------------|
| Job engagement and subjective career success | Autonomy, competence, belongingness, and job rate | Self-Determination theory, Configurational theory of conditions | Fuzzy set qualitative comparative analysis (fsQCA) | A high level of autonomy and competence appears to be crucial in attaining both engagement and career success for full-time designer occupation and no significant evidence supports the necessity of high levels of belongingness. | Jacobs & De Vos, 2020 |
| Career decision making | Self-efficacy and organizational work home support | Contemporary career theories (Kaleidoscope/customized career) | Literature Review | Employees with poor work-home balance often experience frustration, prompting them to make career decisions aimed at reducing job demands or increasing job resources to alleviate that frustration. In contrast, employees with a strong work-home balance feel satisfied and are more likely to make career decisions focused on fostering growth by enhancing job resources. | De Hauw & Greenhaus, 2014 |
| Psychological capital, career adaptability (mediation), career related outcomes, Leader-member exchange (moderator) | Career outcomes include satisfaction, engagement, worries, and coping with changes. | Conservation of Resources (COR) theory | A survey (two-wave online study) and logistic regression analyses were performed to examine non-random sampling. | The moderating role of LMX between PsyCap and career adaptability shows no significant results. | Zyberaj et al., 2022 |

CONCLUSION:

The career field is a multifaceted and constantly evolving domain that encompasses a diverse range of elements. These elements span from individual factors, such as personal skills, aspirations, and values, to temporal considerations, including current trends, industry demands, and technological advancements.

Additionally, macro-contextual factors, such as economic conditions, social influences, and cultural norms, also intersect within this intricate space. Within the career field, individuals navigate a complex network of interconnected factors that shape their professional journeys.

On an individual level, factors like education, experience, and personal interests play a crucial role in determining career paths. These individual elements influence the choices individuals make, the skills they develop, and the opportunities they pursue.

Moreover, the career field is influenced by temporal factors that continually reshape its landscape.

Technological advancements, industry trends, and market fluctuations impact the demand for certain skills and occupations. Therefore, individuals must adapt and upskill to stay relevant and competitive in their chosen fields. Macro-contextual factors contribute to the complexity of the career field. Economic conditions, such as recessions or periods of growth, can influence job availability and salary prospects. Social influences, such as changing attitudes towards certain professions or emerging industries, can also shape career opportunities. Cultural norms and societal expectations may affect career choices, particularly in terms of gender roles or cultural traditions (Akkermans et al., 2021; Baruch & Sullivan, 2022)

In summary, the career field is a dynamic and intricate space where multiple elements converge. Individual attributes, temporal factors, and macro-contextual influences all intertwine to shape the diverse and ever-evolving landscape of professional development and success.

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