

How do personal resources sustain career resilience under employment uncertainty? A conservation of resources perspective

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Abstract

Purpose – This study examines how interdependent personal resource systems, human capital, social capital, positive psychological capital, and spiritual capital collectively sustain career resilience under conditions of persistent employment uncertainty, drawing on Conservation of Resources (COR) theory.

Design/methodology/approach – This study employed a quantitative design, collecting survey data from 366 working professionals in a collectivist cultural setting and analyzing the data using partial least squares structural equation modeling (PLS-SEM). The study evaluates the relative and combined effects of multiple personal resources on career resilience.

Findings – All four forms of personal resources positively contribute to career resilience, with positive psychological capital exerting the most substantial effect. The results demonstrate that career resilience is not driven by isolated resources but by coordinated resource portfolios that mitigate cumulative resource loss, consistent with COR theory's resource investment and gain–loss dynamics.

Research limitations/implications – The study relies on cross-sectional, convenience-based data, limiting causal inference and generalizability. Future research should adopt longitudinal designs and examine mediating and moderating mechanisms within personal resource systems to extend COR-based career resilience models.

Practical implications – Organizations and policymakers should move beyond single-resource interventions and adopt integrated development strategies that simultaneously enhance psychological, relational, skill-based, and meaning-oriented resources to foster sustainable career resilience.

Originality/value – This study enhances career resilience theory by applying COR theory in a career context, integrating spiritual capital into resilience research, and providing cross-cultural evidence that challenges individualist assumptions in dominant career models.

Keywords: Career Resilience, Human Capital, Positive Psychological Capital, Social Capital, Spiritual Capital.

Introduction

Contemporary careers are increasingly shaped by systemic and largely uncontrollable disruptions, including rapid digital transformation, economic volatility, geopolitical instability, climate-related shocks, and the expansion of non-standard forms of work such as the gig economy (Akkermans et

al., 2025; Kost et al., 2020; Shevchuk et al., 2024; Wong et al., 2021). These developments have changed the employment relationship by weakening organizational boundaries, shortening job tenure, and shifting career-related risks from institutions to individuals (Akkermans & Kubasch, 2017; Blokker et al., 2019; De Vos & Van Der Heijden, 2017; Presti et al., 2022; Retkowsky et al., 2023). Individuals must increasingly sustain employability and career continuity under conditions of persistent uncertainty, rendering career resilience a core career capability rather than an exceptional response to discrete crises (Ahmad et al., 2019; Lengelle et al., 2017; McMahon & Abkhezr, 2025; Roachat et al., 2017; Seibert et al., 2016)

The diffusion of gig and platform-based work exemplifies this structural transformation (Akkermans et al., 2025; Jacobs et al., 2025; Kost et al., 2020). Gig workers typically operate without long-term contracts, formal career ladders, or stable organizational support systems, exposing them to income volatility, skill depreciation, and unpredictable demand these employment logics are no longer limited to the gig economy but increasingly permeate standard organizational settings through short-term project cycles, algorithmic performance evaluation, and weakened employment protections (Wong et al., 2021). Career disruption has become institutionalized rather than episodic, prompting renewed theoretical attention to how individuals sustain careers in the face of chronic rather than temporary instability (Akkermans et al., 2020; Baruch & Sullivan, 2022; Presti et al., 2022).

In response, career scholarship has conceptualized career resilience as the capacity to maintain, adapt, and regenerate career functioning amid ongoing disruptions (Borg et al., 2023; Lengelle et al., 2017; McMahon & Abkhezr, 2025). Empirical research consistently identifies personal resources as central antecedents of career resilience. Psychological capital has been associated with coping effectiveness and persistence (Baluku et al., 2021; Liyanagamage et al., 2024; Safavi & Bouzari, 2019; Xu et al., 2024; Zyberaj et al., 2022), human capital to employability and career recovery and success (Bagdadli et al., 2021; Blanco et al., 2021; Blokker et al., 2019; Haenggli & Hirschi, 2020; Peeters et al., 2022; Xu et al., 2024), and social capital to opportunity access and stress buffering during instability (Gara Bach Ouerdian & Mansour, 2019; Hite & McDonald, 2020; Kang et al., 2019; Schleppehorst et al., 2020; Slijper et al., 2022; Sou et al., 2022; Su et al., 2024). Collectively, this literature underscores the importance of personal resources for sustaining career resilience.

Despite these advances, four critical limitations remain. *First*, much of the existing research examines personal resources in isolation, resulting in conceptual fragmentation (Baruch & Sullivan, 2022; Borg et al., 2023; Haenggli & Hirschi, 2020; McMahon & Abkhezr, 2025). This approach is misaligned with the COR theory, which conceptualizes resources as interdependent systems characterized by gain-and-loss spirals, substitution, and mutual reinforcement (Hobfoll et al., 2018; Sonnentag & Meier, 2024), we know relatively little about how multiple personal resources operate jointly to sustain career resilience under conditions of persistent and structurally embedded uncertainty (Akkermans et al., 2025; Jacobs et al., 2025).

Second, the empirical foundation of career resilience research remains heavily crisis bound. A substantial body of work emerged during the COVID-19 pandemic and conceptualized resilience primarily as a short-term response to a discrete external shock (Akkermans et al., 2020; Bagdadli et al., 2021; Borg et al., 2023; Hite & McDonald, 2020; Zyberaj et al., 2022). While this focus on coping and recovery processes yields valuable insights, it risks conflating crisis-specific adaptation with more enduring career capabilities. In labor markets characterized by continuous restructuring and chronic precarity, individuals face cumulative resource depletion and heightened interdependence among resources (Peeters et al., 2022; Sou et al., 2022; Xu et al., 2024). These dynamics are insufficiently captured by crisis-centric models, underscoring the need for conceptualizing career resilience as an ongoing capability rather than a temporary response (Akkermans et al., 2025; Baruch & Sullivan, 2022; Xu et al., 2024)

Third, dominant models of career resilience remain conceptually narrow in their treatment of resources. While human and psychological capital are well established, meaning-based and spiritual resources remain theoretically marginal and empirically underdeveloped in career research, despite the growing evidence of their importance for sustaining motivation, identity continuity, and

long-term commitment under chronic uncertainty (Allan et al., 2017; Arslan & Yıldırım, 2021; Campanario et al., 2022; Koburtay et al., 2023; Lips-Wiersma, 2002; Shevchuk et al., 2024; G. Wang et al., 2025). This omission is theoretically consequential, particularly when uncertainty cannot be mitigated through instrumental control alone (Lips-Wiersma, 2002; Rochat et al., 2017).

Finally, career resilience research remains predominantly grounded in Western, individualistic paradigms that privilege autonomy and self-directed career agency, often underestimating the relational and cultural embeddedness of careers in collectivist contexts (Hite & McDonald, 2020; Rochat et al., 2017). In collectivist societies, careers are more deeply embedded in family expectations, communal obligations, and shared moral frameworks, shaping how personal resources are accessed, interpreted, and mobilized (Coetzee & Govender, 2020; Mayrhofer et al., 2023; Su et al., 2024). Social capital and culturally embedded meaning systems may therefore play a more central role in sustaining career resilience, yet systematic empirical evidence from collectivist contexts remains limited (Ayob et al., 2022; Bakke, 2023; Sawitri & Creed, 2017).

Responding to these gaps, this study develops and empirically examines a COR-based personal resource system model of career resilience that integrates human capital, social capital, positive psychological capital, and spiritual capital within a collectivist cultural context. Career resilience is conceptualized as an enduring, dynamic capability that enables individuals to navigate persistent employment uncertainty across their career trajectories rather than as a temporary reaction to episodic disruptions (Lengelle et al., 2017; McMahan & Abkhezr, 2025; Seibert et al., 2016). Specifically, this study examines the individual effects of human, social, psychological, and spiritual capital on career resilience; assess the relative importance of these resources within an integrated personal resource system; and extend COR-based career resilience theory by testing its applicability in a collectivist cultural setting.

This study makes three substantive contributions. *First*, it advances career resilience theory by proposing and testing an integrative resource-system model explicitly grounded in COR theory. *Second*, it reconceptualizes career resilience as a durable capability suited to unstable career contexts. *Third*, by incorporating spiritual capital and situating the analysis within a collectivist cultural context, it contributes to the development of more culturally inclusive and context-sensitive career theories.

Literature Review and Hypothesis

Conservation of Resources Theory and Career Resilience

Conservation of Resources (COR) theory conceptualizes adaptation under stress and uncertainty as a function of individuals' ability to acquire, protect, and mobilize valued resources, and to prevent resource loss over time (Hobfoll et al., 2018; Sonnentag & Meier, 2024). In career research, COR theory has become a central framework for explaining why individuals with greater personal resources, such as human capital, psychological capital, or social support can better sustain employability, adapt to career disruptions, and maintain functioning under uncertainty (Akkermans & Tims, 2017; Blokker et al., 2019; Kang et al., 2019; McMahan & Abkhezr, 2025; Rochat et al., 2017; Seibert et al., 2016).

Despite its prominence, the application of COR theory in career resilience research remains conceptually limited. Empirical studies often operationalize resources as discrete and additive predictors rather than as interdependent systems (Ahmad et al., 2019; Borg et al., 2023; Hirschi et al., 2018; Hite & McDonald, 2020; Lengelle et al., 2017; Su et al., 2024; Zyberaj et al., 2022). This approach departs from COR theory's core emphasis on resource caravans, gain-loss spirals, and cross-resource substitution, through which resources interact, reinforce one another, and shape long-term adaptive capacity (Hobfoll et al., 2018).

Existing research offers limited insight into how individuals reconfigure resource portfolios when facing structurally embedded and persistent career uncertainty (Hite & McDonald, 2020; McMahan & Abkhezr, 2025). In contemporary labor markets characterized by gig work, project-based employment, and weakened organizational career scaffolding, resource loss is often cumulative rather than episodic (Ashford et al., 2018; Jacobs et al., 2025; Kost et al., 2020; Shevchuk et al., 2024; Wong et al., 2021). Under such conditions, depletion in instrumental resources may

trigger compensatory reliance on psychological, social, or meaning-based resources, reshaping resource caravans in ways that remain under-theorized in prevailing career resilience models (Ayob et al., 2022; Coetzee & Govender, 2020; Hobfoll et al., 2018; Vasconcelos, 2021; Xu et al., 2024).

Responding to this gap, the present study adopts a resource-system perspective grounded in COR theory to examine how human capital, social capital, positive psychological capital, and spiritual capital function as interdependent resources that collectively sustain career resilience. In a collectivist cultural context characterized by employment precarity, the study foregrounds processes of resource substitution, reinforcement, and protection, shifting analytical focus from isolated resources to coordinated personal resource systems that support career continuity under persistent uncertainty (McMahon & Abkhezr, 2025).

Personal Resources and Career Resilience

Grounded in COR theory, career resilience is conceptualized as an individual's sustained capability to maintain career functioning, adapt to change, and preserve employability under ongoing uncertainty (Borg et al., 2023; Lengelle et al., 2017; McMahon & Abkhezr, 2025; Seibert et al., 2016). COR theory posits that individuals with more substantial and more diversified resource endowments are better positioned to prevent loss spirals, initiate gain cycles, and continue investing in future-oriented behaviors over time (Hobfoll et al., 2003, 2018). Accordingly, this study focuses on four forms of personal resources: human, social, positive psychological, and spiritual capital as interconnected domains that jointly shape career resilience.

Human Capital and Career Resilience

Human capital refers to accumulated knowledge, skills, experience, and competencies that enhance an individual's capacity to perform work tasks, adapt to changing demands, and remain employable across contexts (Bagdadli et al., 2021; Becker, 1992; Ployhart & Turner, 2014; Xu et al., 2024). Within COR theory, human capital is a foundational resource that reduces vulnerability to loss by expanding behavioral options and enabling continued resource investment during disruption (Xu et al., 2024).

Recent empirical evidence consistently links human capital to employability, adaptive career transitions, and career resilience under economic and technological change (Bagdadli et al., 2021; Järlström et al., 2020; Xu et al., 2024). From a COR perspective, human capital supports immediate adaptation and helps with the conversion of disruption into longer-term career opportunities, mitigating cumulative loss cycles (Fugate et al., 2021; Hobfoll et al., 2018). That means individuals with more substantial human capital are better positioned to sustain career resilience under conditions of persistent uncertainty (Akkermans et al., 2024; Ben-Hador & Yitshaki, 2025; Gerritsen et al., 2024; Lengelle et al., 2017).

H₁: Human capital is positively associated with individual career resilience.

Social Capital and Career Resilience

Social capital comprises the network of relationships through which individuals access information, emotional support, shared norms, and cooperative ties (Kang et al., 2019; Seibert et al., 2016; Sou et al., 2022). Within COR theory, social capital functions as a resource conduit that buffers against loss by providing alternative pathways to opportunities and support when formal organizational resources are weakened (Ben-Hador & Yitshaki, 2025; Hobfoll et al., 2018).

In fragmented and precarious labor markets, social capital has been shown to predict access to work opportunities, adaptive career strategies, and resilience-related outcomes (Gara Bach Ouerdian & Mansour, 2019; Hite & McDonald, 2020; Kang et al., 2019; Sou et al., 2022; Tokbaeva & Achtenhagen, 2023; Xu et al., 2024). As a resource-caravan passageway, social capital can simultaneously offset multiple resource losses by providing both instrumental and emotional resources, thereby stabilizing broader resource systems under persistent uncertainty (Ben-Hador & Yitshaki, 2025; Hobfoll et al., 2018; Su et al., 2024; Xu et al., 2024). Individuals with more social capital are expected to demonstrate greater career resilience in structurally insecure and volatile labor markets.

H₂: Social capital is positively associated with individual career resilience.

Positive Psychological Capital and Career Resilience

Positive psychological capital (PsyCap) refers to an individual's positive psychological state characterized by hope, self-efficacy, resilience, and optimism (Luthans et al., 2004; Luthans & Youssef, 2004). Within COR theory, PsyCap operates as a self-regulatory meta-resource that shapes threat appraisal, sustains motivation, and supports continued investment in goal-directed behavior under adverse conditions (Zyberaj et al., 2022).

Extensive empirical evidence demonstrates that PsyCap predicts adaptive career functioning, employability, and persistence in volatile labor market contexts (Baluku et al., 2021; Coetzee & Govender, 2020; Coetzee & Potgieter, 2014; Liyanagamage et al., 2024; Safavi & Bouzari, 2019; Xu et al., 2024). Beyond crisis contexts, PsyCap has been shown to support adaptability under ongoing digital transformation and organizational change (Broad & Luthans, 2020; Coetzee & Govender, 2020; Liyanagamage et al., 2024). From a COR perspective, PsyCap helps with gain cycles by enabling individuals to mobilize and protect other resources, thus preventing downward resource spirals and sustaining career resilience over time (Coetzee & Govender, 2020; Hobfoll et al., 2018; McMahon & Abkhezr, 2025).

H₃: Positive psychological capital is positively associated with individual career resilience.

Spiritual Capital and Career Resilience

Spiritual capital encompasses individuals' sense of meaning, purpose, values, and belief-based motivations that provide existential grounding and long-term motivational stability (Hodge et al., 2015; Vasconcelos, 2021). Within COR theory, spiritual capital functions as a higher-order resource that stabilizes identity, buffers perceived loss and sustains commitment when instrumental resources are constrained (Duffy et al., 2010; Sharma & Tiwari, 2023).

Although remaining underrepresented in mainstream career resilience research, a growing body of empirical evidence indicates that individual's meaning-based resources support greater persistence, stronger career clarity, identity continuity, sustained motivation, and adaptive coping when instrumental resources such as job security or organizational support are constrained (Allan et al., 2017; Arslan & Yildirim, 2021; Campanario et al., 2022; Duffy et al., 2010; Lips-Wiersma, 2002; Sharma & Tiwari, 2023; Shevchuk et al., 2024). These effects are salient in collectivist contexts, where shared moral frameworks and value orientations shape how individuals interpret and respond to career adversity. Under conditions of fragmented careers and weakened institutional buffering, spiritual capital may therefore serve as a compensatory resource that anchors motivation, reinforcing identity coherence, and sustains long-term career resilience (Akhtar et al., 2018; Sharma & Tiwari, 2023). Spiritual capital is expected to contribute positively to career resilience under conditions of persistent uncertainty.

H₄: Spiritual capital is positively associated with individual career resilience.

Research Methods

The study sample comprised 366 working professionals residing in Aceh, Indonesia, who were economically active at the time of data collection. To be eligible, respondents had to be employed or engaged in income-generating work, ensuring direct exposure to ongoing career demands and employment uncertainty. Participants were recruited through professional, organizational, and alumni networks using an online survey platform. The sample represented a range of occupational sectors, exhibited a relatively balanced gender distribution, and predominantly included respondents holding at least a bachelor's degree, supporting the examination of diverse personal resource configurations relevant to career resilience (see Table 1).

A non-probability convenience sampling strategy was used based on voluntary participation and self-selection. This approach was adopted due to the geographically dispersed nature of the target population and practical constraints in accessing working professionals across multiple sectors. Online administration helped with broad reach, standardized data collection, and reduced interviewer effects. Respondent anonymity was emphasized to mitigate social desirability and common method biases, which are salient in self-reported career attitudes and psychological

constructs (Ahmad et al., 2019; Podsakoff et al., 2003). Consistent with established practice in organizational and career research, convenience sampling is appropriate for theory testing, although it limits statistical generalizability (Ahmad et al., 2019). The findings are interpreted in terms of analytical generalizability, focusing on theoretically grounded relationships between personal resources and career resilience rather than population-level inference.

Table 1. Characteristics of Respondents

Characteristics	Frequency	Percentage
Gender		
a. Male	164	44.8
b. Female	202	55.2
Age		
a. < 25 years	66	18.0
b. 25 - < 35 years	162	44.3
c. 35 - < 45 years	83	22.7
d. 45 - < 55 years	44	12.0
e. > 55 years	11	3.0
Qualification		
a. College Diploma	38	10.4
b. Undergraduate Degree	191	52.2
c. Postgraduate Degree	137	37.4
Field of Work		
a. Manufacturing	25	6.8
b. Services	83	22.7
c. Education	84	23.0
d. Public Services	66	18.0
e. Health	37	10.1
f. Banking	26	7.0
g. Telecommunication	2	0.5
h. Technology	1	0.3
i. Trading	42	11.5
Experience/Tenure		
a. < 5 years	174	47.5
b. 5 - <10 years	76	20.8
c. 10 - < 15 years	54	14.8
d. 15 - < 20 years	36	9.8
e. > 20 years	22	6.0

Measurement Development and Validation

All constructs were measured using established instruments from the career and organizational behavior literature. Because several scales were initially developed in Western contexts, a systematic translation, cultural adaptation, and validation process was implemented to ensure semantic equivalence and contextual appropriateness for Indonesia, specifically within the Acehese socio-cultural setting.

All instruments were translated from English into Bahasa Indonesia using a back-translation procedure consistent with cross-cultural research guidelines (Brislin, 1970; Klotz et al., 2023). Two bilingual academics independently translated the scales into Bahasa Indonesia, which were subsequently back-translated into English by an independent bilingual translator blinded to the original instruments. Discrepancies were resolved through consensus, focusing on conceptual equivalence over literal translation. To enhance cultural validity, the translated instruments were reviewed by two local scholars familiar with Acehese cultural and religious norms. Minor wording refinements were made to improve clarity and contextual relevance. A pilot test involving about 30 working professionals confirmed item understanding and clarity. All items were measured on a six-point Likert scale to reduce central tendency bias and enhance response variability (Podsakoff et al., 2003).

Career Resilience

Career resilience was measured using the five-item scale developed by London (1993), which captures individuals' perceived capacity to cope with and manage work-related challenges (e.g., "To what extent can you handle work problems that come your way?"). Responses ranged from 1 ("never or barely") to 6 ("almost all the time"). During adaptation, particular attention was given to making sure items reflected general adaptive career functioning rather than crisis-specific coping.

Human Capital

Human capital was assessed using a multidimensional scale adapted from Vidotto (2017) that captures self-perceived knowledge, skills, and competencies relevant to career functioning. The scale includes indicators related to leadership and motivation, qualification and competence, and creativity (e.g., "My competence is at a suitable level"). Adaptation emphasized transferable and employability-relevant capabilities rather than organization-specific roles.

Social Capital

Social capital was measured using the Personal Social Capital Scale (Wang et al., 2014), which assesses access to resources embedded in personal networks, including family, friends, and professional contacts. The scale was selected due to its past validation in non-Western contexts and its emphasis on relational embeddedness. Minor wording changes were made to reflect locally meaningful forms of social connection.

Positive Psychological Capital

Positive psychological capital was measured using the 12-item Psychological Capital Questionnaire (Avey et al., 2011), capturing hope, self-efficacy, resilience, and optimism. The translation process emphasized preserving the motivational and future-oriented meaning of the items. Respondents rated items on a six-point scale from 1 ("strongly disagree") to 6 ("strongly agree"). Although psychological capital includes a resilience dimension, it is conceptualized here as a general self-regulatory psychological resource capacity. Career resilience represents an outcome-level capability specific to sustaining careers under employment uncertainty, consistent with COR-based distinctions between resource endowments and adaptive career outcomes.

Spiritual Capital

Spiritual capital was measured using the Intrinsic Spiritual Scale (ISS), developed by Hodge et al. (2015), a six-item measure developed for Muslim populations. The scale conceptualizes spirituality as an intrinsic motivational resource providing meaning, purpose, and guidance in life and work. Items were reviewed to ensure alignment with the construct's theoretical focus on personal spirituality rather than institutional religious practice.

Data Analysis

Partial Least Squares Structural Equation Modeling (PLS-SEM) was used using SmartPLS 3.2.6 (Ringle et al., 2015) to test the hypothesized relationships. PLS-SEM is appropriate for theory development and prediction-oriented research involving latent constructs, notably when data may deviate from multivariate normality (Hair et al., 2022).

The sample size exceeded recommended thresholds for PLS-SEM, satisfying both the ten-times rule and contemporary power-based guidelines (Hair et al., 2022). Data analysis moved forward in two stages. First, the measurement model was evaluated by assessing indicator reliability, internal consistency, convergent validity, and discriminant validity. Second, the structural model was examined using path coefficients, bootstrapped significance testing, and evaluation of explanatory power. This approach aligns with the study's goal of investigating how multiple forms of personal resources jointly contribute to career resilience under conditions of persistent employment uncertainty.

Results and Discussion

The Measurement Model Evaluation (Outer Model)

The measurement model was first evaluated to establish the reliability and validity of the constructs. Convergent validity was assessed using outer loadings, Average Variance Extracted (AVE), and Composite Reliability (CR), following created PLS-SEM guidelines (Hair et al., 2022). As reported in Table 2, most indicators demonstrated satisfactory outer loadings exceeding the recommended threshold of 0.70. Consistent with prior methodological recommendations, indicators with loadings between 0.40 and 0.70 were retained only when their removal did not materially improve AVE or CR and when they contributed substantively to content validity (Hair et al., 2022), suggesting that item removal decisions were not based only on statistical criteria but also on theoretical and content-related considerations. Indicators with loadings below 0.40 were excluded.

Table 2. Convergent Validity Testing Results

Variables	Item	Convergent Validity			
		Factor Loading	Cronbach's Alpha	Composite Reliability	AVE
Career Resilience (CR)	4	0.693-0.838	0.798	0.869	0.625
Human Capital	10	0.623-0.794	0.891	0.911	0.506
Positive Psychological Capital	9	0.581-0.821	0.884	0.906	0.520
Social Capital	3	0.658-0.847	0.669	0.821	0.608
Spiritual Capital	6	0.784-0.909	0.941	0.953	0.773

After item purification, all constructs met the minimum AVE threshold of 0.50, suggesting adequate convergent validity: career resilience (AVE = 0.625), human capital (0.506), positive psychological capital (0.520), social capital (0.608), and spiritual capital (0.773). Composite Reliability values ranged from 0.821 to 0.953, well above the recommended cut-off of 0.70, confirming strong internal consistency across all constructs.

Discriminant validity was assessed using the Fornell–Larcker criterion (Hair et al., 2022). As shown in Table 3, the square root of the AVE for each construct exceeded its highest correlation with any other construct, confirming that each latent variable captures a distinct conceptual domain (Hair et al., 2022). This result indicates that the multidimensional personal resource framework used in this study does not suffer from construct redundancy.

Table 3. Discriminant Validity Testing Results

	Career Resilience	Human Capital	Positive Psychological Capital	Social Capital	Spiritual Capital
Career Resilience	0.791				
Human Capital	0.573	0.712			
Positive Psychological Capital	0.613	0.748	0.721		
Social Capital	0.562	0.624	0.668	0.780	
Spiritual Capital	0.380	0.497	0.395	0.344	0.879

Note: Square Root Average Variance Extracted on the diagonal

Before estimating the structural model, multicollinearity among the indicators was examined using the Variance Inflation Factor (VIF) values. The results indicate that multicollinearity is not a substantive concern in the measurement model. All VIF values fall below the commonly accepted critical threshold of 5, suggesting the absence of severe collinearity that could distort parameter estimates (Hair et al., 2022). Several indicators, primarily within the spiritual capital construct, exhibited VIF values exceeding the more conservative 3.3 guideline. However, such values remain acceptable in PLS-SEM, particularly when constructs are conceptually related and intentionally modeled as part of an integrated resource system within the COR framework. The observed VIF patterns do not threaten the stability or interpretability of the estimated path coefficients. The results support proceeding with structural model estimation, as multicollinearity

remains within acceptable bounds for variance-based structural equation modeling (see Table 4).

Table 4. Outer VIF Values

Items	VIF
CR1	1.738
CR2	1.880
CR3	1.993
CR4	1.285
HC10	1.911
HC11	1.681
HC2	1.852
HC3	1.950
HC4	1.863
HC5	1.609
HC6	2.150
HC7	2.119
HC8	2.206
HC9	2.099
PSC1	1.877
PSC10	2.100
PSC11	1.215
PSC2	2.543
PSC3	1.921
PSC4	2.414
PSC5	2.093
PSC8	1.998
PSC9	2.206
SC1	1.114
SC5	1.703
SC6	1.682
SPC1	2.038
SPC2	3.334
SPC3	3.992
SPC4	4.172
SPC5	4.631
SPC6	3.844

The Structural Model Evaluation (Inner Model)

The structural model was evaluated using bootstrapping with 500 resamples to test the significance of hypothesized relationships. Model fit was assessed using the Standardized Root Mean Square Residual (SRMR), which yielded a value of 0.073—below the recommended threshold of 0.08, suggesting an acceptable overall model fit (Henseler et al., 2015).

Table 5. The results of the structural model analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Human Capital → Career Resilience	0.147	0.156	0.068	2.147	0.032
Positive Psychological Capital → Career Resilience	0.310	0.308	0.067	4.588	0.000
Social Capital → Career Resilience	0.227	0.228	0.054	4.204	0.000
Spiritual Capital → Career Resilience	0.107	0.101	0.047	2.255	0.025

Table 5 and Figure 1 show the results of the hypothesis testing. All four forms of personal capital, human capital, positive psychological capital (PsyCap), social capital, and spiritual capital, exhibited statistically significant positive relationships with career resilience. Specifically, PsyCap

emerged as the strongest predictor of career resilience ($\beta = 0.310$, $p < 0.001$), followed by social capital ($\beta = 0.227$, $p < 0.001$), human capital ($\beta = 0.147$, $p = 0.032$), and spiritual capital ($\beta = 0.107$, $p = 0.025$). These findings provide strong empirical support for all proposed hypotheses.

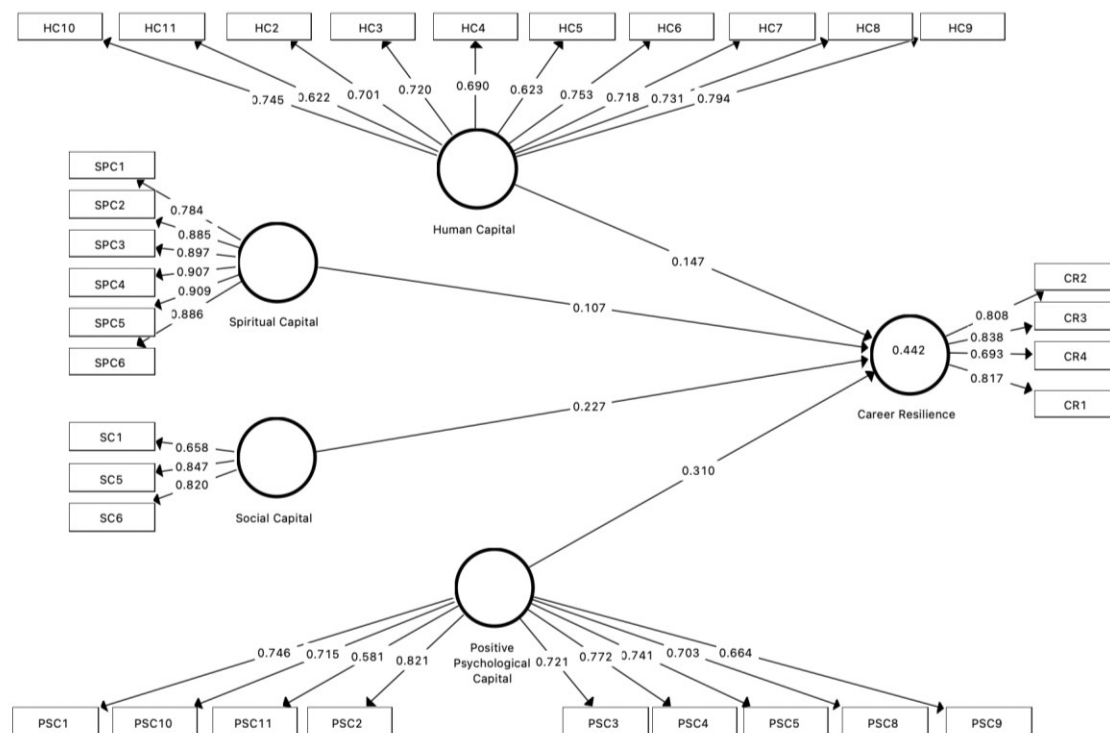


Figure 1. Structural Model
Source: Data processed, 2023

Discussion

This study extends career resilience research by empirically demonstrating that resilience reflects an interdependent personal resource. While dominant career resilience frameworks conceptualize adaptive capacity primarily as proactive self-regulation or market-relevant skill readiness, our findings show that sustained career functioning under persistent uncertainty depends on reinforcement of heterogeneous resources spanning instrumental, relational, psychological, and meaning-based domains. By empirically differentiating the functional contributions of human, social, psychological, and spiritual capital, the study moves beyond competence-centric and agency-focused models. It repositions career resilience as a resource-system capability consistent with COR theory's emphasis on resource caravans, hierarchy, and cross-domain substitution. This configurational perspective clarifies why adaptability and employability alone may not be enough in structurally insecure career contexts.

Consistent with evidence from both Western and emerging economies, PsyCap emerges as the strongest predictor of career resilience (e.g., Baluku et al., 2021; Broad & Luthans, 2020; Luthans & Youssef-Morgan, 2017; Zyberaj et al., 2022). This study advances the literature by demonstrating that PsyCap retains its centrality within a collectivist cultural context, such as Aceh, Indonesia, where relational and meaning-based resources are often presumed to dominate individual psychological agency. Rather than contradicting collectivist assumptions, the findings suggest that PsyCap operates as a meta-resource that enables individuals to cognitively appraise uncertainty as manageable, sustain goal-directed effort, and mobilize other resources effectively. From a COR perspective, PsyCap helps with the initiation and maintenance of resource gain cycles under conditions of weak institutional protection and prolonged uncertainty (Coetzee & Govender, 2020; Hobfoll et al., 2018; McMahan & Abkhezr, 2025). This positions PsyCap not as an individualistic asset detached from context, but as a relationally embedded enabling capacity that supports the activation of social and cultural resources without undermining collective norms (Abbas et al., 2024).

Social capital also shows a robust positive association with career resilience, consistent with research conducted in precarious and network-dependent labor markets (Ben-Hador & Yitshaki, 2025; Hite & McDonald, 2020; Sou et al., 2022; Su et al., 2024; Tokbaeva & Achtenhagen, 2023; Xu et al., 2024). However, its comparatively weaker effect relative to PsyCap challenges the view that social capital is the primary resilience mechanism in collectivist contexts. This pattern indicates that access to networks alone is not enough for sustaining resilience under prolonged uncertainty. Instead, psychological resources seem necessary to interpret, focus on, and convert relational access into adaptive career action. Absent such self-regulatory capacity, social ties may remain underutilized or even become sources of duty and strain. By empirically demonstrating this conditional role, the study qualifies relational determinism in career resilience models and underscores the importance of psychological mediation in leveraging social resources.

The findings show that human capital contributes positively, though more modestly, to career resilience, reinforcing established evidence that skills and competencies support employability and adaptive functioning in uncertain environments. At the same time, the relatively smaller effect size signals reducing marginal returns to human capital in labor markets characterized by volatility, informalization, and weak institutional signaling. Under such conditions, skill acquisition does not reliably translate into opportunity realization or career stability (De Vos & Van Der Heijden, 2017). This finding extends employability-based models (Akkermans et al., 2024; Bargsted et al., 2021; Tien & Wang, 2017) by showing that competence alone is not enough to sustain resilience when career shocks are recurrent and structurally embedded. Instead, human capital seems to function as a supporting resource, whose adaptive value depends on complementary psychological and relational capacities that enable continuous skill repositioning in shifting labor markets (Xu et al., 2024).

Finally, the findings show that spiritual capital exhibits the weakest yet statistically significant association with career resilience, aligning with emerging research on meaning-based coping in fragmented and unstable careers, such as Duuffy et al. (2010); Sharma and Tiwari (2023). Crucially, the findings move beyond culturalist or normative accounts of spirituality by empirically demonstrating its instrumental role in stabilizing motivation and maintaining identity continuity under prolonged uncertainty (Arslan & Yildirim, 2021; Campanario et al., 2022; Sharma & Tiwari, 2023; Shevchuk et al., 2024). In COR terms, spiritual capital functions as a resource-conservation mechanism, buffering perceived loss when instrumental control is constrained, and recovery trajectories are uneven (Koburtay et al., 2023; Oommen & Muralivallabhan, 2025). In the Acehnese context, spirituality does not promote passive acceptance; instead, it reinforces perseverance, moral coherence, and long-term commitment, thereby complementing psychological and social resources in sustaining career functioning.

Collectively, these findings underscore the importance of cultural embeddedness in shaping how personal resources are mobilized, combined, and converted into career resilience. Consistent with contextualized career theory (Gunz & Mayrhofer, 2011), resources do not operate in isolation or cultural neutrality. In collectivist settings marked by strong communal ties but weaker formal career structures, resilience appears less dependent on any single dominant resource and more on the capacity to integrate self-regulatory, relational, and meaning-based resources. This configurational pattern helps explain why psychological capital remains central, while social and spiritual capital exert complementary rather than substitutive effects. By empirically illustrating a hierarchically structured resource system, the study contributes to COR theory and clarifies why prior research reports inconsistent dominance of specific resources across contexts. More broadly, the findings reinforce the need to conceptualize career resilience as an enduring capability that emerges from dynamic resource interactions, rather than as a static outcome driven by any single form of capital.

Theoretical and Managerial Implications

This study advances career resilience theory by extending COR theory in four integrated ways. *First*, it demonstrates that career resilience emerges from interdependent resources. In contrast to dominant career adaptability and employability frameworks, which typically treat competencies, skills, and psycho-social resources as parallel, substitutable, or independently mobilized assets, our

findings show that human, social, psychological, and spiritual capital function as an interconnected resource system. This provides empirical support for COR theory's propositions on resource caravans and cross-domain reinforcement within the career domain (Hobfoll et al., 2018), and responds to system-oriented career models that move beyond linear accumulation and individualistic capability lists (McMahon & Abkhezr, 2025). *Second*, the study positions career resilience as an enduring career capability rather than a situational response to episodic career shocks. While adaptability and employability perspectives usually anchor resilience in proactive self-regulation or market-relevant competencies, often implicitly assuming relatively stable opportunity structures, the present findings support the conceptualization aligned with structurally insecure career contexts characterized by repeated transitions, gig work, and weakened organisational protection. This repositioning situates career resilience as a capacity for sustaining career continuity under uncertainty, rather than as a mechanism for optimising fit or mobility within existing labour markets.

Third, by incorporating spiritual capital, the study extends prevailing career models beyond their predominantly secular, instrumental, and performance-oriented boundaries. While meaning, calling, and purpose are recognized in vocational psychology, they are rarely theorized as resources operating alongside human, social, and psychological capital. Our findings indicate that spiritual capital is a distinct meaning-based resource that stabilizes motivation and identity when instrumental control over career outcomes is limited. This extension broadens the conceptual scope of career resilience theory by demonstrating that resilience is not only sustained by skills or affective resources, but also by existential anchoring and value coherence, particularly under prolonged uncertainty (Arslan & Yildirim, 2021; Vasconcelos, 2021). *Finally*, the differentiated effects across resource domains provide empirical support for COR theory's proposition that specific resources function as meta-resources. The findings show that positive psychological capital enables the mobilization and sustainability of other resources over time, underscoring the limitations of flat or substitutive career models and reinforcing the need for hierarchy-sensitive and interactional approaches to career resilience.

From a managerial perspective, these findings challenge narrowly instrumental career development approaches that focus on skills acquisition and experience accumulation in isolation. While human capital remains necessary, its comparatively weaker role suggests that competencies alone are not enough to sustain resilience in the face of ongoing uncertainty. Organizations should adopt integrated resource development strategies that simultaneously cultivate psychological, relational, and meaning-based resources. The centrality of psychological capital highlights the importance of autonomy-supportive leadership, developmental feedback, opportunities for mastery, and psychologically safe environments (Avey et al., 2011; Broad & Luthans, 2020; Luthans & Youssef-Morgan, 2017). But excessive control and short-term performance pressures may erode the resources required for long-term resilience. The contribution of social capital further indicates that career resilience is embedded within relational infrastructures, particularly in project-based, boundaryless, or gig-oriented work contexts where formal career pathways are weak. Deliberate investments in mentoring, peer learning, and inclusive networks can stabilize resource systems during disruption (Hite & McDonald, 2020; Sou et al., 2022). Finally, the relevance of spiritual capital suggests that resilience-oriented management should not overlook employees' need for meaning, dignity, and value alignment. While organizations should not prescribe beliefs, practices that respect purpose, ethical coherence, and work-life integration can indirectly strengthen adaptive capacity under sustained uncertainty (Arslan & Yildirim, 2021; Duffy et al., 2010; Koburtay et al., 2023).

Conclusion and Future Direction

This study advances career resilience scholarship by demonstrating that resilience in contemporary careers is an enduring capability, sustained through the configuration of multiple personal resources rather than a situational response to isolated shocks. Moving beyond crisis-centric, the findings show that human, social, psychological, and spiritual capital jointly shape individuals' capacity to sustain careers under conditions of persistent uncertainty, responding directly to calls to reconceptualize resilience in structurally insecure and continuously evolving labor markets.

Grounded in COR theory, the results provide empirical support for a resource-system perspective. While prior research has emphasized single-resource explanations, this study demonstrates that career resilience depends on the alignment of instrumental, relational, and meaning-based resources. By incorporating spiritual capital alongside established forms of personal resources, the study extends the conceptual boundaries of career resilience. It highlights the role of non-instrumental resources in sustaining motivation, identity continuity, and persistence in the face of long-term uncertainty. The study further contributes by situating career resilience within a collectivist cultural context, demonstrating that cultural embeddedness conditions how resources are mobilized and sustained. The findings indicate that social embeddedness and value-based orientations influence the salience and deployment of resources, thereby reinforcing critiques of Western-centric and individualistic career models.

Several limitations of this study also suggest directions for future research. *First*, the cross-sectional design limits the ability to capture causal dynamics and resource trajectories. Future studies could address this limitation by using longitudinal or experience-sampling designs to examine how individuals collect, lose, and recover resources across different phases of career disruption and recovery (Hobfoll et al., 2018). *Second*, while this study focused on establishing baseline relationships between key personal resources and career resilience, it did not explicitly model mediating or moderating mechanisms. Future research could extend the proposed framework by examining, for example, psychological capital as a mediator through which human or social capital enhances career resilience, or by testing contextual moderators such as employment status, job insecurity, organizational support, or cultural values that may strengthen or weaken these relationships. *Third*, using a convenience-based sample limits the extent to which the findings can be generalized. Research drawing on probability-based samples or comparing different employment arrangements (e.g., permanent, contract, or platform-based work) would help clarify the boundary conditions of the proposed model. *Fourth*, future work would benefit from adopting configurational approaches, such as qualitative comparative analysis, to better understand how different resources interact, compensate for one another, and form hierarchies within career resilience systems. In addition, the culturally grounded operationalization of spiritual capital in this study invites cross-cultural research exploring how meaning-based resources operate in more secular or pluralistic contexts. *Finally*, linking individual-level resource dynamics with organizational and institutional conditions, such as HR practices, labor regulations, and platform governance, would deepen both theoretical explanation and practical relevance. More broadly, sustaining careers in today's labor markets requires more than the ability to adapt to occasional disruptions. Career resilience develops through the ongoing interplay of instrumental, relational, psychological, and meaning-based resources, shaped by cultural and institutional contexts. Research that embraces this integrative, multi-level, and longitudinal perspective will be better equipped to explain how careers remain sustainable under conditions of enduring uncertainty.

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