

JABM

JOURNAL of
ACCOUNTING, BUSINESS and MANAGEMENT

- Examining the Association between Optimal Hedging Strategy and Cost of Capital: Evidence from Egypt**
Menna Gamal, Magdy Abdel-Kader, and Kholoud Abdelkarim 1-12
- Educating the Next Generation of Accountants: Linking Learning Objectives and Cognitive Ability**
Matthew J. Sargent and Bradley G. Winton 13-30
- Perceived Talent Management and Turnover Intention: Mediating Role of Career Adaptability**
Abdullah Khalfan Alrushadi, Kamisah Supian, and Nor Azah Jahari 31-41
- The Impact of Electric Vehicles on Automotive Aftermarket in 4-Wheeler Car Segment**
Saurav Nandi, A. Seetharaman, K. Maddulety, and Nada Sayarh Lebbar 42-56
- Green Footprint Through the Development of a Sustainability Reporting Concept for Karangpring Village**
Siska Aprilia Oktaviani, Fitriya Andriyani, Oryza Ardhiarisca, Prillinaya Yudhistira, Berlina Yudha Pratiwi, and Dessy Putri Andini 57-73
- Costing Techniques in Supply Chain Cost Management: A Systematic Literature Review**
Bilkis Akhter and Md. Maksudur Rahman Sarker 74-97
- Exploring ESG Corporate Tax Honesty Behind Ownership Structure and Financial Constraints**
Agustina R. Pangaribuan and Dielanova Wynni Yuanita 98-114
- Is Covid-19 the Ideal Period for Boosting the Use of Impression Management in Annual Reports?**
Ruksana Parvin 115-140
- Unveiling the Nexus of Digital Transformation and Change Management: A Pioneering Bibliometric Analysis**
Pallavi Singh, Rinki Joshi, Prachi Pathak, and Vaishali Aswal 141-161
- The Role of Government Internal Supervisory Apparatus and Corruption Control on Regional Independence**
Deswita Martinez, Rudy Usman, and Latifah Sukmawati Yuniar 162-175

Perceived Talent Management and Turnover Intention: Mediating Role of Career Adaptability

Abdullah Khalfan Alrushadi*

Kamisah Supian†

Nor Azah Jahari‡

Abstract

This paper presents a conceptual framework that investigates the potential mediating role of career adaptability in the relationship between perceived talent management practices and employee turnover intention. The proposed conceptual model is grounded in self-determination theory (SDT) and career construction theory (CCT). It incorporates three core dimensions of talent management namely, talent attraction, talent development, and talent retention alongside the psychological construct of career adaptability, which includes concern, control, and confidence. These elements are integrated to explore how talent management practices influence turnover intention through motivation and adaptive career behaviours. The framework was developed through an integrative review of empirical studies published between 2015 and 2025. Being conceptual in nature, the model awaits empirical testing. For human resource professionals, this study offers valuable insights into how fostering career adaptability can support talent retention efforts in today's dynamic work environments. The study contributes to the growing literature by examining less-explored psychological pathways linking perceived talent management practices and turnover intention, with a contextual emphasis on emerging markets.

Keywords: talent management, turnover intention, career adaptability, talent attraction, talent retention, employee motivation.

I. INTRODUCTION

In today's fast-evolving global economy, organisations face increasing pressure not only to remain competitive but also to attract and retain top talent. The dynamic nature of the business environment driven by technological advancements, demographic shifts, and globalisation has intensified the demand for strategic talent management. Human resources are no longer viewed merely as administrative functions but rather as critical enablers of organisational success. Against this backdrop, talent management (TM) has emerged as a core strategic priority aimed at identifying, developing, and retaining high-performing individuals.

Among the most pressing challenges confronting organisations today is employee turnover, which continues to pose significant threats to workforce stability and organisational sustainability (Collings et al., 2009). Turnover, defined as an employee's conscious and deliberate decision to leave the organisation, has profound implications for organisational performance. High turnover not only results in the loss of institutional

* Corresponding author and PhD. candidate. Faculty of Business and Accountancy, University Selangor (UNISEL), Malaysia. E-mail: 9221000061@student.unisel.edu.my.

† Senior lecturer. Faculty of Business and Accountancy, University Selangor (UNISEL), Malaysia. E-mail: kamisah@unisel.edu.my.

‡ Senior lecturer. Faculty of Business and Accountancy, University Selangor (UNISEL), Malaysia. E-mail: azahjahari@unisel.edu.my.

knowledge and valuable expertise but also incurs significant costs related to recruitment, onboarding, and training. For instance, while official statistics are limited, industry analysis indicates that turnover among skilled professionals in the GCC construction sector can exceed 20% annually, leading to project delays and operational inefficiencies (GulfTalent, 2023).

To counter these risks, organisations have increasingly prioritised TM practices that are perceived by employees as fair, development-focused, and aligned with their personal goals. These practices typically encompass three main domains: talent attraction (recruiting and selecting suitable candidates), talent development (enhancing employees' skills and competencies), and talent retention (maintaining employee motivation and commitment). While prior research has confirmed the positive effects of such practices on employee-related outcomes, there remains a lack of clarity regarding how these practices influence turnover intention particularly the psychological mechanisms that may mediate this relationship (De Boeck et al., 2018).

Despite the adoption of structured TM initiatives, organisations continue to experience high levels of turnover, suggesting that structural approaches alone may be insufficient. Scholars have increasingly emphasised the need to understand individual-level psychological factors that mediate the TM turnover relationship. One such construct is career adaptability, which refers to an employee's psychosocial resources for managing career-related tasks, transitions, and challenges. It includes key dimensions such as concern (future orientation), control (self-discipline), and confidence (self-efficacy) (Savickas, 2013). In sectors like construction where uncertainty, complexity, and change are prevalent career adaptability plays a particularly critical role in shaping employees' perceptions of career stability and influencing their decision to remain with an organisation (Guan et al., 2016).

This study, therefore, proposes a conceptual framework in which career adaptability serves as the mediating mechanism linking perceived TM practices to employee turnover intention. By drawing on career construction theory (Savickas, 2013), the framework provides insight into how employees' adaptive psychological resources can enhance the effectiveness of talent management strategies. This approach not only addresses theoretical gaps in the literature but also offers actionable guidance for human resource (HR) professionals aiming to foster a resilient and committed workforce within the construction industry.

Therefore, this study aims to develop a conceptual framework that examines the mediating role of career adaptability in the relationship between perceived talent management practices and employee turnover intention in the construction sector of Oman.

II. LITERATURE REVIEW AND CONCEPTUAL DEVELOPMENT

This section reviews prior empirical and theoretical studies on perceived talent management, turnover intention, and career adaptability, and subsequently develops the conceptual framework and hypotheses guiding the study. Talent management (TM) has gained significant traction over the past two decades as a strategic response to the increasing complexity and competitiveness of the global business environment. It refers to a set of integrated human resource practices aimed at attracting, developing, and retaining talented individuals who contribute to organisational performance and innovation (Collings et al., 2019). Within the context of employee turnover, TM is recognised not only for its role in retaining high-potential employees but also for fostering commitment, motivation, and long-term organisational attachment. Recent

studies emphasise that employees' perceptions of TM practices specifically their fairness, transparency, supportiveness, and alignment with personal values and career goals are critical in determining how such practices affect behavioural outcomes such as turnover intention (Al-Dalahmeh et al., 2022; Glaister et al., 2017).

Existing literature confirms that when TM practices are perceived positively i.e., as equitable, development-oriented, and responsive to individual aspirations employees are more likely to remain within their organisations (Al Mamun & Hasan, 2017). For example, Al-Dalahmeh et al. (2022) found that perceived organisational support embedded within talent management practices significantly reduced employees' turnover intention by strengthening psychological commitment. However, despite the growing body of research confirming these associations, many studies fall short in explaining the underlying psychological mechanisms through which perceived TM practices influence employee behaviour.

This study addresses this gap by incorporating the underexplored but critical construct of career adaptability. As conceptualised by Savickas (2013), career adaptability represents a set of self-regulatory psychosocial resources that enable individuals to effectively manage present and anticipated career-related challenges, such as transitions, disruptions, or uncertainty. It is commonly operationalised through four dimensions: concern (future orientation), control (self-discipline and agency), curiosity (exploration of opportunities), and confidence (self-efficacy in executing plans) (Savickas & Porfeli, 2012). Employees with high levels of career adaptability are more likely to interpret TM practices such as training, mentoring, or internal mobility as genuine opportunities for growth, thereby reinforcing their sense of career stability and attachment to the organisation. Recent empirical studies support this assertion; for example, Guan et al. (2013) found that career adaptability significantly predicted reduced turnover intention among employees in high-pressure environments. Similarly, Rudolph et al. (2017) reported that adaptable individuals were more likely to engage positively with career development initiatives and less likely to disengage or withdraw from their roles. These findings highlight career adaptability as a promising explanatory mechanism in the TM turnover relationship, warranting further conceptual investigation.

The theoretical foundation of this model is informed by two key frameworks: self-determination theory (SDT) and career construction theory (CCT). SDT emphasises the role of intrinsic motivation and psychological needs namely autonomy, competence, and relatedness in driving employees' engagement and sustained organisational commitment (Deci & Ryan, 2000). CCT, on the other hand, offers a developmental lens, positioning individuals as proactive agents who construct their careers through adaptive responses to personal and contextual challenges (Savickas, 2013). Together, these theories support the idea that psychological resources such as career adaptability play a pivotal role in shaping employees' responses to organisational strategies, including talent management initiatives.

Despite the increasing investment in talent management, employee turnover remains a persistent organisational issue. This challenge often arises not from the absence of TM practices, but from a disconnect between those practices and employees' psychological readiness to engage with them. For example, lack of perceived career progression, insufficient alignment between personal values and organisational culture, and unmet expectations regarding development opportunities can all lead to disengagement and increased turnover intention even in organisations with well-designed TM frameworks (Aliabadi et al., 2011). These insights underscore the need to consider

internal psychological mechanisms such as career adaptability that may explain why TM efforts do not always translate into retention outcomes.

Taken together, these perspectives highlight the need to examine the internal psychological mechanisms specifically, career adaptability through which perceived talent management practices influence employees' turnover intention. While TM strategies are designed to retain talent, their effectiveness depends on how employees perceive and respond to them. This study therefore aims to develop a conceptual framework that explores how perceived TM practices influence turnover intention indirectly through career adaptability.

2.1. The Proposed Conceptual Framework

This study develops a conceptual framework to explain how perceived talent management practices (PTMP) influence employee turnover intention (ETI) through the mediating roles of career adaptability and work engagement. By drawing on career construction theory (CCT) and self-determination theory (SDT), the framework captures both developmental and motivational mechanisms that underpin employee decisions to stay or leave.

CCT views individuals as active agents who shape their career trajectories by deploying psychosocial resources such as concern, control, and confidence in response to contextual demands (Savickas & Porfeli, 2012). SDT complements this perspective by asserting that intrinsic motivation is enhanced when employees' basic psychological needs for autonomy, competence, and relatedness are met (Deci & Ryan, 2000; Ryan & Deci, 2020a). These theories together offer a robust dual-lens explanation of how TM practices are perceived, internalised, and translated into retention-related behaviours.

The causal pathway proposed in this framework follows a sequential relationship: perceived talent management practices → Career Adaptability → Reduced Turnover Intention.

Organisations increasingly implement TM strategies to attract, develop, and retain skilled employees in competitive markets (Collings et al., 2019). However, without the internal psychological capacity to adapt and self-manage careers, employees may not fully benefit from these practices particularly in sectors where volatility and project-based employment are common, such as construction (Al-Dalalmeh et al., 2022; Glaister et al., 2017).

The construction industry in Oman represents a unique setting where turnover challenges are acute due to short project lifecycles, skill shortages, and limited long-term employment pathways (PwC Middle East, 2023). These conditions make career adaptability especially vital. Employees must continuously adjust to shifting demands, uncertain career paths, and rapid technological and structural changes. When TM practices are perceived as supportive, employees are more likely to interpret them as resources for long-term growth, thereby enhancing their adaptability and reducing turnover risk (Sun et al., 2023).

Career adaptability mediates this relationship by acting as a career self-regulation system. It equips individuals with the tools to manage uncertainty and align their evolving career identities with organisational opportunities (Guan et al., 2013; Rudolph et al., 2017). For example, an employee who perceives strong developmental support from their employer is more likely to increase their career concern and control, which buffers them against external labour market attractions or internal dissatisfaction.

Empirical research supports this position. Sun et al. (2023) found that higher levels of career adaptability, reinforced through targeted HR practices, were associated with

lower turnover intention in Chinese healthcare settings. Similarly, Bhattarai et al. (2023) demonstrated in Nepal's banking sector that the concern, curiosity, and confidence dimensions of adaptability negatively predicted turnover. These findings underscore that the effectiveness of TM is contingent upon the development of internal adaptive resources.

This model therefore not only contributes theoretically by linking TM and turnover through career adaptability but also offers practical implications. It suggests that HR efforts should go beyond providing surface-level development opportunities and instead cultivate employees' adaptability, enabling them to proactively manage change and stay committed.

The proposed framework grounded in well-established theory and supported by international empirical research offers a timely and context-sensitive explanation of how organisations, especially in dynamic sectors like construction, can strategically retain talent through psychological empowerment.

Figure 2.1

Conceptual Framework Illustrating the Mediating Role of Career Adaptability in the Relationship Between Perceived Talent Management Practices and Employee Turnover Intention

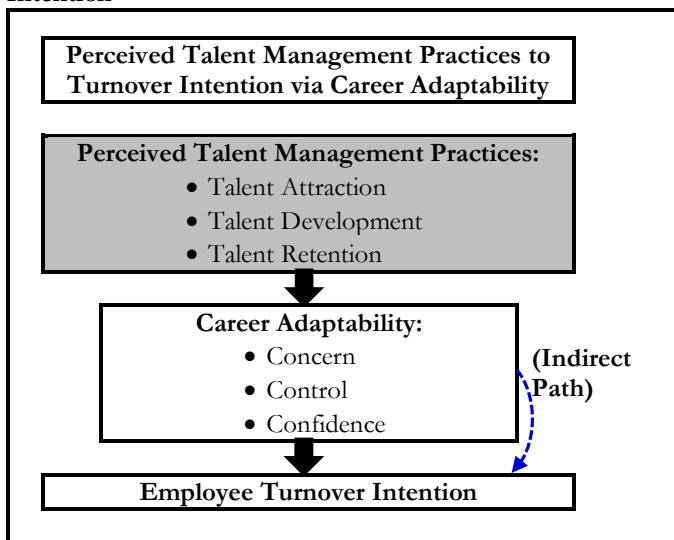


Figure 2.1 presents the proposed conceptual framework in which perceived talent management practices comprising talent attraction, talent development, and talent retention are conceptualised as indirectly influencing employee turnover intention through the mediating role of career adaptability. Career adaptability is represented by its core dimensions of concern, control, and confidence, which reflect employees' adaptive psychological resources in managing career-related challenges.

Career Adaptability, derived from career construction theory (Savickas, 2013), represents an individual's psychosocial resources for managing career-related tasks, transitions, and challenges.

Employees who perceive talent management practices as empowering and supportive are more likely to exhibit stronger career concern, control, and confidence key dimensions that enable them to navigate uncertainty and maintain commitment to their organisation.

This psychological adaptability serves as a developmental mechanism through which strategic human resource practices influence employee decisions to stay. By

fostering a sense of career direction, agency, and self-efficacy, career adaptability helps mitigate the risks of voluntary turnover.

Overall, the model offers a theoretically grounded explanation of how organisations can strengthen employee retention by not only investing in structural TM strategies but also by enhancing individual adaptability. This framework provides valuable insights for HR policymakers seeking to build a resilient and future-ready workforce, particularly in dynamic sectors such as construction.

2.2. Conceptual Framework Development

The development of the conceptual framework in this study is grounded in the synthesis of theoretical insights and empirical evidence that link talent management practices to employee behavioural outcomes. Although numerous studies have explored the role of talent management (TM) in influencing employee retention, few have addressed the psychological mechanisms that mediate this relationship in a structured and integrated manner.

This framework is distinctive in that it aligns organisational-level practices specifically, perceived talent management practices (PTMP) with individual-level psychological outcomes, namely career adaptability and work engagement. The rationale for selecting these variables is both theoretical and contextual.

Firstly, the inclusion of career adaptability draws upon career construction theory (Savickas, 2013), which argues that employees actively interpret and respond to career challenges by mobilising psychosocial resources. Career adaptability (comprising concern, control, and confidence) enables individuals to convert external opportunities such as TM initiatives into internal career development strategies, thereby reducing the perceived need to exit the organisation.

Secondly, work engagement is introduced based on self-determination theory (Deci & Ryan, 2000), which posits that individuals are more motivated and committed when their core psychological needs for autonomy, competence, and relatedness are satisfied. Talent practices that support employee development and recognition serve to fulfil these needs and promote sustained engagement, which is known to reduce turnover intention.

The integration of these two mediators offers a more comprehensive view of how employees cognitively and emotionally respond to talent strategies. Moreover, the framework acknowledges the importance of perceived fairness, developmental support, and motivational alignment in shaping retention decisions.

This conceptual structure is especially relevant for dynamic sectors such as construction, where high employee mobility and skills competition require targeted HR strategies that enhance not only workforce capability but also psychological commitment.

III. RESEARCH METHODOLOGY

This study adopts a conceptual research design grounded in a systematic and integrative literature synthesis, rather than an empirical data collection approach, with the objective of developing a theoretically informed conceptual framework linking perceived talent management, career adaptability, and turnover intention (Gilson & Goldberg, 2015). Accordingly, the research methodology focuses on the identification, selection, and synthesis of relevant peer-reviewed literature to support theory development and conceptual framework construction. The main objective is to develop a conceptual model that links perceived talent management practices (PTMP) with employee turnover intention (ETI), mediated by career adaptability.

Peer-reviewed articles published between 2015 and 2025 were identified through databases including Scopus, web of science, and sciencedirect. Studies were selected based on their relevance to talent management, employee turnover intention, career adaptability, and work engagement, particularly in project-based industries or contexts with high employee mobility such as the construction sector.

The study employs an integrative literature review, which enables the synthesis of diverse empirical and theoretical contributions. This method facilitated the identification of relevant constructs, key relationships, and mediating mechanisms. The conceptual development is grounded in established theories including career construction theory (Savickas, 2013) and self-determination theory (Deci & Ryan, 2000; Ryan & Deci, 2020b).

IV. PRACTICAL IMPLICATIONS AND THEORETICAL CONTRIBUTIONS

The proposed conceptual framework offers several important practical implications for organisations and HR practitioners seeking to address the persistent challenge of employee turnover. Firstly, it highlights the need for talent management practices that go beyond recruitment and reward, and instead foster developmental and motivational experiences for employees. When organisations actively invest in talent attraction, development, and retention strategies that employees perceive as fair, inclusive, and growth-oriented, they build a foundation for deeper engagement and loyalty.

The inclusion of career adaptability as a mediating mechanism underscores the importance of equipping employees with the psychological resources to navigate change, uncertainty, and career transitions. Organisations can strengthen adaptability by offering structured career development programmes, individual career counselling, mentoring opportunities, and skills enhancement workshops. Such initiatives help employees feel empowered, forward-thinking, and in control of their professional journey qualities that mitigate feelings of career stagnation and, in turn, reduce turnover intention.

Similarly, the role of work engagement framed through the lens of self-determination theory draws attention to the significance of workplace conditions that satisfy employees' psychological needs for autonomy, competence, and relatedness. This calls for leadership styles and organisational cultures that promote open communication, meaningful recognition, team cohesion, and flexible work structures. Engaged employees are not only more productive but are also more resilient in the face of organisational challenges.

From a theoretical standpoint, this framework contributes to the existing literature in three distinct ways. First, it integrates career construction theory (Savickas, 2013) and self-determination theory (Deci & Ryan, 1985) two robust yet underutilised frameworks in the talent management turnover dialogue thus enriching the academic understanding of employee behaviour from developmental and motivational perspectives. Second, by positioning career adaptability and work engagement as dual mediators, the model introduces psychological depth to the evaluation of HRM practices, which are often examined only in terms of structural or policy-based variables. Third, this research sets the stage for empirical testing in future studies, particularly across different industries and cultural contexts, where the interpretation and effectiveness of talent management practices may vary.

In sum, this framework bridges strategic HR practices with individual-level responses, offering both scholars and practitioners a comprehensive model that is theoretically sound and practically actionable. It advocates for a more human-centred

approach to talent management one that nurtures the agency, motivation, and adaptability of employees in the modern workplace.

V. CONCLUSION

This study developed and proposed a conceptual framework to explain how perceived talent management practices (PTMP) influence employee turnover intention (ETI) through the mediating psychological constructs of career adaptability and work engagement. Drawing on career construction theory (CCT) and self-determination theory (SDT), the framework provides a dual-pathway explanation developmental and motivational for understanding how employees internalise talent strategies and translate them into decisions about staying or leaving.

The key contribution lies in the integration of the three pillars of PTMP talent attraction, development, and retention with internal psychological mechanisms that drive employee decision-making. By recognising that employees are not passive recipients of talent practices but active agents shaped by career and motivational readiness, this model adds psychological depth to strategic HRM and organisational behaviour literature.

From a practical standpoint, this framework provides actionable insights for HR professionals and policymakers seeking to reduce turnover, particularly in high-mobility sectors such as construction and engineering. Initiatives that proactively nurture career adaptability and foster work engagement can strengthen retention by aligning organisational support with employees' intrinsic motivation and long-term career trajectories.

Future research is encouraged to empirically validate this framework using mixed methods and to explore additional moderating or mediating factors such as organisational commitment, perceived supervisor support, or national culture. Cross-industry and cross-national replication will enhance the generalisability and robustness of the model.

Ultimately, by aligning strategic HR practices with human-centred outcomes, this conceptual framework lays a foundation for more inclusive, adaptive, and psychologically empowering talent management in today's dynamic workplace.

5.1. Implications for Practice and Policy

The proposed framework provides several meaningful implications for both organisational practice and policymaking, particularly in talent-intensive sectors such as construction, defence, and public service. The following action steps are recommended for HR practitioners:

1) Shift the strategic focus of talent management.

HR professionals should move beyond traditional employee acquisition efforts to proactively support employees' ongoing career development and adaptability. This includes structured career development plans, continuous learning initiatives, and succession planning models aligned with organisational strategy.

2) Design workplaces that foster work engagement

Organisations must cultivate work environments that satisfy employees' psychological needs for autonomy, competence, and relatedness key tenets of self-determination theory. Flexible work arrangements, participatory decision-making, skill recognition systems, and team-based performance incentives are examples of engagement-enhancing practices.

3) Integrate career adaptability into HR systems

Talent management should embed support for career adaptability through personalised learning pathways, mentoring schemes, and development reviews. These

strategies foster employee resilience in volatile work environments and promote retention by reinforcing a sense of purpose and future orientation.

4) Use talent management practices as psychological enablers

TM practices should be reframed as tools for enhancing intrinsic motivation rather than mere organisational policy instruments. This shift enables HR teams to adopt a human-centred approach to managing talent that supports meaning-making, career agency, and self-directed growth.

5) Develop context-specific HR interventions

HR strategies should be tailored to the cultural and industrial context. For example, in the construction sector, where high mobility and skill shortages are common, interventions must be flexible, fast-tracked, and responsive to project-based employment cycles.

6) Promote leadership training aligned with framework goals

Line managers and supervisors should be trained to act as career facilitators and engagement leaders. Their role is pivotal in implementing TM practices that translate into psychological empowerment and long-term organisational attachment.

7) Align policy across HR functions

Organisations should integrate this framework into multiple HR domains such as recruitment, training, performance appraisal, and retention planning to ensure coherence in talent strategies and maximise impact.

5.2. Recommendations for Future Research

While this paper offers a theoretically grounded and conceptually robust model, its validation through empirical inquiry remains a necessary next step. Future studies are encouraged to apply quantitative techniques, particularly structural equation modelling (SEM), to test the hypothesised relationships across varied organisational and national contexts. Such validation would enhance the model's reliability and generalisability.

In addition, longitudinal research could provide insight into the temporal dynamics of career adaptability and work engagement examining how these mediators develop and fluctuate over time as a result of evolving talent management strategies.

Researchers are also urged to investigate potential moderating variables, such as organisational culture, leadership style, and generational differences, which may alter the strength or direction of the proposed relationships. These factors could help explain variation in employee responses to talent management practices.

Finally, cross-cultural comparative studies, particularly those contrasting developed and emerging economies, are essential. These could uncover the influence of socio-economic conditions, labour market structures, and cultural values on how talent strategies are perceived and how the model's components operate in practice. Such studies would provide meaningful insights into the contextual adaptability of the framework.

REFERENCES

- Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organisation: A conceptual view. *Problems & Perspectives in Management*, 15(1), 63-71. [https://doi.org/10.21511/ppm.15\(1\).2017.06](https://doi.org/10.21511/ppm.15(1).2017.06)
- Al-Dalameh, M., Khalaf, R., & Obeidat, B. Y. (2022). Talent management and turnover intention: The mediating role of organisational support. *Management Science Letters*, 12(1), 93-100. <https://doi.org/10.5267/j.msl.2021.10.009>.

- Aliabadi, S., Chen, H., & Dorestani, A. (2011). Fair value determination: A conceptual framework. *Journal of Accounting, Business Management*, 18(1), 53-65. <https://journal.stie-mce.ac.id/index.php/jabminternational/article/view/242>
- Bhattarai, U., Paudel, M. R., & Acharya, R. R. (2023). Career adaptability and employees' turnover intention in Nepalese private commercial banks. *Quest Journal of Management & Social Sciences*, 5(2), 176-190. <https://doi.org/10.3126/qjmss.v5i2.60835>.
- Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global talent management and performance in multinational enterprises: A multilevel perspective. *Journal of Management*, 45(2), 540-566. <https://doi.org/10.1177/0149206318757018>.
- De Boeck, G., Meyers, M. C., & Dries, N. (2018). Employee reactions to talent management: Assumptions versus evidence. *Journal of Organizational Behavior*, 39(2), 199-213. <https://doi.org/10.1002/job.2254>.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behaviour*. Springer. <https://doi.org/10.1007/978-1-4899-2271-7>.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behaviour. *Psychological Inquiry*, 11(4), 227-268. https://doi.org/10.1207/S15327965PLI1104_01.
- Gilson, L. L., & Goldberg, C. B. (2015). Editors' comment: So, what is a conceptual paper? *Group & Organization Management*, 40(2), 127-130. <https://doi.org/10.1177/1059601115576425>.
- Glaister, A. J., Karacay, G., Demirbag, M., & Tatoglu, E. (2017). HRM and performance: The mediating role of talent management. *Human Resource Management Journal*, 28(1), 148-166. <https://doi.org/10.1111/1748-8583.12170>.
- Guan, P., Capezio, A., Restubog, S. L. D., Read, S., Lajom, J. A. L., & Li, M. (2016). The role of traditionality in the relationships among parental support, career decision-making self-efficacy and career adaptability. *Journal of Vocational Behavior*, 94, 114-123. <https://doi.org/10.1016/j.jvb.2016.02.018>.
- Guan, Y., Deng, H. L., Sun, J., Wang, Y., Cai, Z., Ye, L., Fu, R., Wang, Y., Zhang, S., & Li, Y. (2013). Career adaptability, job search self-efficacy and outcomes: A three-wave investigation among Chinese university graduates. *Journal of Vocational Behavior*, 83(3), 561-570. Doi: 10.1016/j.jvb.2013.09.003.
- GulfTalent. (2023). *Construction sector employment trends in the Gulf*. https://www.gulftalent.com/repository/int/Construction_Sector_Employment_Trends.pdf.
- PwC Middle East. (2023). *Middle east workforce hopes and fears survey 2023*. PricewaterhouseCoopers. <https://www.pwc.com/m1/en/issues/pdf/me-workforce-hopes-and-fears-survey-2023.pdf>
- Rudolph, C. W., Lavigne, K. N., & Zacher, H. (2017). Career adaptability: A meta-analysis of relationships with measures of adaptivity, adapting responses, and adaptation results. *Journal of Vocational Behavior*, 98, 17-34. <https://doi.org/10.1016/j.jvb.2016.09.002>.
- Ryan, R. M., & Deci, E. L. (2000a). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78. <http://dx.doi.org/10.1037/0003-066X.55.1.68>.
- Ryan, R. M., & Deci, E. L. (2020b). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61, 101860. <https://doi.org/10.1016/j.cedpsych.2020.101860>.

- Savickas, M. L. (2013). Career construction theory and practice. In S. D. Brown & R. W. Lent (Eds.), *Career development and counselling: Putting theory and research to work* (2nd ed., pp. 147-183). John Wiley & Sons.
- Savickas, M. L., & Porfeli, E. J. (2012). Career adapt-abilities scale: Construction, reliability, and measurement equivalence across 13 countries. *Journal of Vocational Behavior*, 80(3), 661-673. <https://doi.org/10.1016/j.jvb.2012.01.011>.
- Sun, C., Xing, Y., Wen, Y., Wan, X., Ding, Y., Cui, Y., Xu, W., Wang, X., Xia, H., Zhang, Q., & Yuan, M. (2023). Association between career adaptability and turnover intention among Chinese nurses: The mediating role of psychological capital. *BMC Nursing*, 22(29), 1-12. <https://doi.org/10.1186/s12912-023-01187-y>.