

# How The Employee Engagement and Organizational Resilience Affects Career Flexibility Based on The Job Satisfaction of Henan Province : A Bibliometric Analysis Using The SPAR-4-SLR Approach

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## Abstract

*The growing demand for career path uncertainty in Henan Province, China, prompted by the post-COVID-19 "new normal," advancement in technology, and continuous economic growth, has brought about a significant disparity between theory and practice which further requires the attention of various scholars. This study seeks to determine how employee engagement and organizational resilience affect career flexibility, with job satisfaction as the mediating role. Furthermore, the study proposes the utilization of human capital theory to improve this intricacy and achieve a better effective career flexibility outcome. To achieve these objectives, the study sourced its data from the Scopus, utilizing Bibliometric Analysis, the SPAR-4-SLR protocol, and Microsoft Excel statistical tools for result analysis. The findings underline the significance of multidisciplinary methods in comprehending the intricate intersection between employee engagement, organizational resilience, job satisfaction, and career flexibility. The paper acknowledges the significance of the mammoth studies originated from China, where rapid economic and social transformations have brought to the fore new challenges and opportunities for the labor market. The study achieved that by utilizing the capability of human capital theory to determine the extent investments in employee development, skills, and knowledge can improve organizational performance and resilience. The mediating role of job satisfaction is critical, as it fosters an environment in which engaged and resilient employees can effectively manage changes in their career path. This method offers a meticulous plan for improving workforce flexibility in China and the world at large, by realigning with the changing goals of the modern workplaces. The study further recommends future research interest to broaden the study by incorporating emerging themes such as technology management and other variables such as leadership styles that can also be instrumental in the study.*

**Keywords:** *Employee Engagement, Organizational Resilience, Job Satisfaction, Career Flexibility, Human Capital Theory, And Human Resource Management.*

## Introduction

The concern for career flexibility in Henan province being the third most populous province in China with the fifth largest economy and largest among the inland provinces in China has been growing given the rapid economic development being witnessed by the province. Henan economy has been expanding at a faster rate than the national average rate in China. This rapid development has elevated Henan from one of the poorest provinces in China to one of the richest. Enjoying a nominal GDP of 5.88 trillion RMB equivalent 926 billion US Dolar as of 2021, Henan would have been 18<sup>th</sup> largest economy as well as 14 most populous if it were to be considered a sovereign country ahead of many developed European countries.

This development has brought out the need for more workforce to match with the economic growth in the province. Thus, these opportunities might have also resulted in career flexibility among the Henan workforce. Many studies have investigated career flexibility in relation to engagement and organizational resilience given the stiff resource competition. A study by Zhang et al. (2020) assesses job satisfaction, resilience, and work engagement as the catalyst of rural regions' physician turnover in rural communities of China. The study established that 46.9% of the physicians had high turnover opinions. Job satisfaction directly and indirectly reduced turnover intention through job engagement. Resilience via work engagement negatively affected turnover intention. Improved job satisfaction, fair remuneration, advancement chances, social security, moderate workloads, and coping methods can lower village doctor turnover intention, according to the study. Another study led by Cooke, Cooper, et al. (2019) contends that improved employee resilience and engagement in the Chinese financial sector is a function of the high-performance work

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systems (HPWS). According to the study, HPWS improves resilience and employee engagement which benefits both employers and employees. Malik and Garg (2020) argues that learning organizations boost employee resilience and engagement. According to Malik and Garg (2020) learning organization and work engagement are partially mediated by employee resilience. The study suggests that resilience boosts employee engagement and competitiveness in the digital age.

Xu et al. (2020) took a different approach on career adaptability by interplaying it with resilience and mental health problems among the Chinese adolescents using a sample of 372 high school students with age brackets of 14 to 19. The result generated indicates a reverse reaction between career flexibility and mental health problems within the influence of resilience. The study recommends that improving resilience can have significant impact on adolescent mental well-being amid improved career flexibility. On the contrary, Lu et al. (2023) dig further into how sustainability of HRM activities can have an impact on employee resilience, work engagement, and performance. Findings from this study predict improved employee resilience and work engagement through sustainable HRM activities.

From the extant literature consulted for the study, it is evident that glaring dearth of research exploring the interplay between employee engagement, organizational resilience, job satisfaction and career flexibility exist in the Chinese workforce with particular focus on the Henan province. There are limited studies from the literature harvested that explicitly attend to the crux of this study. Most of the studies carried out were based on European context which clearly have a different perspective on engagement, resilience, job satisfaction and flexibility thus making the studies irrelevant to the Chinese setting particularly the Henan province. However, studies that were found to be relevant to the Chinese context did not specifically attend to the gap revealed in this study. Thus, this study seeks to investigate the impact of employee engagement and organizational resilience on career flexibility using job satisfaction in the mediating role.

Employee engagement is believed to be the emotional and psychological attachment that employees exhibit in their roles, that propel them to be motivated, committed, and result oriented. This includes employees' commitment to their duties, willingness to go beyond the basic job responsibilities, and their alignment with the goals of their organizations. Greater job satisfaction, employee productivity, employee loyalty critical for the success of an organization are thus expressed by engaged employee. Engagement is used to measure employee interest, participation and the sense of purpose in a particular role. The effectiveness of flexible human resource systems (FHRMS) on engagement performance of an employee in China is studied by Xu et al. (2023) paying a significant attention to the effect of organizational identity and employability. Findings from this study reveals that employee engagement performance impacted by employability, and organizational identity are significantly influenced by FHRMS.

On the other hand, organizational resilience according to Ducheck (2020) is termed as the capacity of an organization to anticipate, prepare for, respond to, and adjust to both unexpected disruptions and long-term changes at the same time underpinning the core values even during the period of adversity. This entails the navigation of well-structured internal setting, a strong culture within the organization and the overwhelming interest to benefits from their learning curve for future improvement. Organizations viewed as resilient exhibits agility, resourcefulness and the ability to overcome difficult situations using the continuous advancement and proffering proactive solutions against any potential setbacks. A study by Lv et al. (2019) investigates the effect of corporate social responsibility (CSR) on organizational resilience with particular attention to long time growth and financial volatility in the Chinese public firms. Findings indicate that CSR improves long term growth and mitigates financial volatility.

Whereas job satisfaction as defined by De Clercq et al. (2019) is the individual's emotional responses to their job, translating their happiness derived around the job which include tasks, environment and relationships with colleagues. Job satisfaction is usually considered as vital determinant of the well-being of employee directly impacting productivity and result. Job satisfaction is believed to be impacted by factors such as salary, opportunities for career advancement, work life balance, recognition, management quality and leadership styles. Thus, higher job satisfaction is usually related to reduced turnover intention and enhanced organizational commitment, making it significant for retaining motivated and engaged workforce.

Career flexibility on the other hand has been gaining traction as more research interest is being shifted to interplaying it with different elements associated with employee such as job satisfaction and engagement. According to Michaelides et al. (2023) career flexibility is the ability of individual to adjust to changes in career paths, roles and job opportunities over time, impacted by both personal capacities and other external factors. This includes the ability to align the career goals, acquire new skills and transition in different roles as a response to shifting job environments, technology and organizational changes. Because of the dynamism of today's labor market, the significance of career flexibility cannot be over stretched as it helps the employee to address uncertainty and remain employable across different roles and industries. Career flexibility is usually associated with job satisfaction, career development, and resilience enabling individuals to utilize opportunities and achieve long term career path. Furthermore, Flexibility is essential in the modern workplace as it was critically reviewed by Bal and Izak (2021) and underlines its uses and significance in business and management perspective. A four-part conceptual framework and content analysis of 262 most relevant publications reveal two axes of tension in workplace flexibility: flexibility of vs. flexibility for organizations and employees, and favorability-criticality tension. The study demonstrates how internal divisions are caused by three flexibility paradigms (two of which dominate) and differing assumptions about its objective, reasoning, strategy, and study methods. Their study suggests a research agenda to clarify flexibility research paradigms and explain paradigm divisions (Bal & Izak, 2021).

The main objectives of this study is to explore how interdisciplinary approaches influence the relationship between employee engagement, organizational resilience, job satisfaction, and career flexibility, to examine the extent of research in China regarding the advancement of employee engagement, organizational resilience, and career flexibility, emphasizing how their interplay fosters progress in the face of disruptive challenges, to assess the global academic influence on employee engagement, organizational resilience, career flexibility, and job satisfaction, to examine the impact of job satisfaction in Chinese workplaces on career flexibility, employee engagement, and resilience, to explore the evolving priorities concerning the workforce in Henan Province and China, and to propose the adoption of human capital theory on the relationship between employee engagement, organizational resilience, job satisfaction, and career flexibility. To this end, the study intends to utilize the Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) protocol and other statistical tools such as R package and Microsoft excel to achieve the stated objectives.

Next sections of this paper seek to address literature review detailing the relevant literature harvested for the study, the methodology section will outline the method adopted for achieving the study objectives, the data analysis, discussion of the result, recommendations and future research directions will all be addressed in section 4, 5 and 6.

## Literature Review

Various studies have been conducted on the impact of employee engagement and organizational resilience on career flexibility utilizing different mediation to ascertain the degree of their effect on flexibility (Blaique et al., 2023; Ibrahim & Hussein, 2024; Jena & Nayak, 2023; Michaelides et al., 2023). However, most of the studies carried out were not specific to the Chinese culture in general and Henan province in particular as indicated from the available literature.

### *Employee Engagement*

Employee engagement is believed to a concept with a depth of complexity seeking to ascertain the extent to which employees can contribute emotionally, cognitively, and behaviourally to their employer (Susanto et al., 2023). This includes a sincere interest, commitment, and dedication far above mere satisfaction with their employer. Job satisfaction and immense commitment to role is attributed to an engaged employee who strongly feels responsible to organizational success. Malik and Garg (2020) in their study argue that the digital transition through learning organization impact employee resilience and work engagement. However, He et al. (2022) investigating work family conflict (WFC) and cross cultural adaptation to assess the extent to which paternalistic leadership (PL) affect the Chinese expatriates' work engagement, suggest

that Benevolent and moral leadership reduce WFC when the authoritarian based leadership promote it. The moderating impact of PL on work engagement and cross-cultural adaptability suppresses negative effect of WFC. According to Huang et al. (2019), stability of job and emotional demands have a varying degree of impact between different gender whereas the work load and decision making have same effect. A profound study aiming to delve into determining the potential connection between work engagement, affective commitment and career satisfaction paying significant interest on the role of knowledge sharing among self-induced expatriates in the US IT industries finds that affective commitment and career satisfaction directly via knowledge sharing tend to be significantly impacted by work engagement (Singh, 2022). However, Kim et al. (2024) sought to investigate workplace interactions during the COVID-19 in the public sector in South Korea. Their discovery suggests an increase of 13 to 15% of workload and job intensity highlighting that the impact as organizational based. According to the study, around 20% of the sample made health and safety consultations, whereas more than 70% witnessed flexible work setting. The study also buttressed men as being more comfortable with flexible working arrangement than the millennial women.

Interestingly, a study by meku has established that flexible working condition and engagement of the employee tend to reduce turnover feelings directly. Increased employee engagement tends to strengthen these affairs by demonstrating that flexible working conditions tend to further bring down turnover intentions (Gašić & Berber, 2023). However, De-la-Calle-Durán and Rodríguez-Sánchez (2021) constituted a study to examine the impact of COVID-19 on labor market as well as their mental health. The findings show that reconciliation, cultivation, confidence, remuneration, and communication were the catalysts for enhancing employee engagement during this trying moment. In a different vein, Gupta (2019) investigates job engagement to determine its mediation role on career support, career adaptation, and work performance. The result highlights that job engagement completely mediates the interaction between perceived career support and work performance as well as partly mediates career adaptation and performance. Additionally, effort to determine the historical background and establish the degree to which self-efficacy affect vigor, devotion, and absorption in the service industry using the three dimensions of engagement support the relative importance of self confidence in employee engagement with self-report data limitations (Dagher et al., 2015).

### *Organizational Resilience*

Organizational resilience is majorly considered as capability to proact, to realign, and to readjust to organizational changes in different circumstances (Arif et al., 2023). Resilience is also seen as the readiness to manage situations, setbacks and potential challenges which can serve as a strengthening tools (Hillmann & Guenther, 2021). Resilient organizations according to Hillmann and Guenther (2021) are identified by their apt to retain and improve operation even in adversity using it as an innovative opportunity for growth. Organizational resilience has gathered momentum recently given the outbreak of COVID-19 that brought forth the new normal and emerging technologies in the business landscape that daily disrupt business setting.

According to Mitsakis (2020), there are three fundamental components of organizational resilience: cognitive resilience, behavioral resilience, and contextual resilience. Cognitive resilience refers to the capacity to identify and assess potential dangers promptly. Behavioral resilience denotes the actions and responses an organization employs in times of crisis. Contextual resilience encompasses the external systems, procedures, and culture that enable businesses to maintain adaptability. All of these components must be developed within an organization to establish a comprehensive and sustainable approach to resilience.

Empirical research has yielded numerous practical instances of organizational resilience. The 2008 global financial crisis challenged the resilience of numerous organizations, especially in the finance, automotive, and industrial sectors. Companies that diversified their portfolios or implemented flexible financial strategies were better equipped to endure the economic downturn. Toyota, recognized for its robust supply chain strategies, was able to rebound more swiftly than numerous competitors following the 2011 tsunami in Japan, primarily due to its investment in redundancy and supplier relationships, which mitigated the



disaster's impact on production (Calvo et al., 2020). This illustrates that organizational resilience include not just immediate crisis management but also long-term planning and the capacity to proactively adapt to disturbances. A study conducted by Jiang et al. (2021) investigates how career resilience and thriving at work affects career attitudes and behaviour. The study demonstrated that thriving increases professional satisfaction, commitment, and engagement, with career resilience moderating these effects. The impacts were stronger for achievement-oriented people. Another study by Wut et al. (2022) investigates how organizational and psychological resilience affects workplace well-being and employee resilience in the post-COVID-19 "new normal." Findings from the study show that well-being and employee resilience are significantly impacted by organizational and psychological resilience.

Srivastava and Madan (2020) having investigated the interface of resilience and job satisfaction, they found that greater resilience offers 41% on job satisfaction variant. According to them, the study is moderated by trust, political skills, and organizational affiliation. According to Srivastava and Madan (2020), further highlighted that resilience training tends to empower employees with capacity to manage unpredictable and challenging situations which ultimately benefit their respective organizations. The interplay between professional mission, psychological resilience and career success was investigated to determine the significant contribution of psychological resilience in mediating the intersection of professional mission and career success underscoring its role job burnout mitigation (Zhang et al., 2024). In another study instituted by Mao et al. (2023) finds that through flow experience, organizational identity, trust, true leadership directly and inversely enhance the resilience of an employee. The study further indicates that leadership, organizational identification and trust tend to improve the resilience of an employee via resilience building and leadership mentorship programs. In a different approach, Li et al. (2019) used data generated from the Beijing primary and secondary school teachers to examine the effect of teacher resilience on organizational and relational conditions. The study finds that school leadership support, working condition, and relational trust impact teachers' resilience.

### *Job Satisfaction*

Job satisfaction is represented by the extent of achievement experience by employees in their roles, which may have profound impact on their individual performance and organizational result. Job satisfaction is said to be influenced by factors such as remuneration, working conditions, roles, and expectations. According to Huang et al. (2023), job satisfaction is the state of being positive resulting from roles and expectations. Meku emphasize that employees must establish factor influencing satisfaction in the workplace as higher satisfaction is correlated to higher productivity, reduced turnover, and improve commitment (Sumanasena & Mohamed, 2022).

One of the basic elements deriving job satisfaction is the congruence between roles and expectations. Employees who see their job as meaningful and congruent with their personal beliefs and professional objectives are more inclined to express high levels of contentment. Judge et al. (2020) discovered that employees that consider their occupations as vital express greater levels of job satisfaction. In areas such as the healthcare and education, where labor significantly impact societal welfare, employees frequently express greater satisfaction owing to the intrinsic value of their roles. This highlights that organizations need to provide positions that offer a sense of direction and realign with employee's values for more satisfaction.

Remuneration and benefits are critical elements in the job satisfaction. Although financial incentives may not be an exclusive factor inducing satisfaction, equitable remuneration is crucial in establishing that employees feel appreciated for their impressive contributions. According to Martínez-Falcó et al. (2024), the Indeed Job Satisfaction Report (2022) show that 61% of employees relate inadequate compensation as main reason behind job dissatisfaction. Equitable job packages that offer benefits such as the healthcare, leave allowance, and retirement plans foster employees' financial security, thereby directly influencing their overall satisfaction. Moreover, organizations that opt for performance-based incentives and bonuses generally report greater percentage of job satisfaction, especially when they perceive their contributions as being appreciated.

The work environment is a crucial determinant of job happiness. A helpful, collaborative, and secure workplace promotes employee well-being and increases satisfaction. Robbins and Judge (2019) contend that physical factors, including office architecture, equipment quality, lighting, and noise levels, influence employee satisfaction in their work surroundings. Furthermore, a positive organizational culture that fosters diversity, respect, and work-life balance has demonstrated an enhancement in job satisfaction. Google's renowned supportive and adaptable work culture significantly contributes to its increased employee satisfaction scores. Providing employees with a supportive and affirmative environment can assist firms in retaining a motivated and productive workforce.

A significant factor in job satisfaction is the availability of opportunity for growth and progress. Employees who believe their firm invests in their professional growth are more likely to experience job satisfaction. Continuous learning opportunities, training initiatives, and defined career trajectories furnish employees with a sense of advancement and personal development. Learning (2021) Workplace Learning Report indicates that 94% of employees are expected to retain their roles with employers that value learning and development. Impliedly, the study highlights the significance of skill development and career advancement in determining job satisfaction and retention.

Ultimately, leadership and management approaches can significantly influence job satisfaction. Effective leadership that promotes openness, fosters open communication, and acknowledges employee contributions results in increased satisfaction levels. Orgambidez and Extremera (2020) discovered that employees who view their bosses as helpful and accessible report markedly greater pleasure. Unprofessional leadership, caused by insufficient appreciation, poor communication, and inadequate feedback, tend to bring about disengagement and uneasiness in the workplace. Organizations that underpin robust leadership and promote employee well-being tend to experience a healthy work environment conducive for greater satisfaction and organizational success.

Job satisfaction amount to the friendly or unfriendly emotions experience by employee in their workplace, originating from the result of evaluation they make for various working environment. This encompasses elements like employment characteristics, connections with superiors and colleagues, remuneration, work-life equilibrium, and prospects for advancement. Locke EA (1976) characterizes job satisfaction as “a pleasurable or positive emotional state arising from the evaluation of one’s job or job experiences.” This concept highlights that job satisfaction has nothing to do with solitary emotion instead a composite of attitudes and emotional responses of the factors associated with the working conditions. Thus, job satisfaction is sacrosanct for influencing the well being of employee as well as the organizational performance.

Varied theoretical frameworks have been formulated to account for job satisfaction. According to Sa’adan et al. (2023), Herzberg's Two-Factor Theory (1959) is one of the highly acknowledged framework that exposes "hygiene factors" (including compensation, job security, and working circumstances) and "motivators" (such as recognition, responsibility, and personal development) in the discourse of job satisfaction. Herzberg thinks that hygiene elements can avert unhappiness but do not inherently foster job satisfaction, while motivators directly enhance positive feelings regarding the job. An employee may earn a competitive wage (hygiene factor); but the absence of professional development opportunities (motivator) could result in diminished overall job satisfaction. Studies made recently strengthen the findings of Herzberg. A 2022 study by Nedeljkovic et al argue that intrinsic factors, such as the personal growth and recognition, are important significant reference for job satisfaction than extrinsic elements such as remuneration (Nedeljković et al., 2022).

Cultural importance positively affects job satisfaction. In collectivist societies such as China and Japan, job satisfaction may be shaped by group dynamics, social cohesion, and a sense of belonging, while in more individualistic societies like the United States or Western Europe, personal achievement, autonomy, and recognition may have a greater impact on satisfaction levels. Song and Ma (2021) conducted a cross-cultural study revealing that in East Asian contexts, the quality of relationships with colleagues and supervisors is a more significant predictor of job satisfaction than job autonomy or financial rewards, underscoring the importance of cultural context in this understanding. A study initiated by Davidescu et al. (2020)

underscores the need for the redesigning of human resource management (HRM) to bring in sustainability through pivoting on employee development, worktime, and workspace flexibility. The study determines the effect of various types of flexibility (contractual, functional, working time, and workspace) on job satisfaction and performance among the Romanian employees, using multiple correspondence and logistic regression analyses. The findings have supported the significance of interfacing flexibility and employee development to achieve sustainable HRM. A study by Prasad et al. (2021) dig deeper into the role of cooperation dimension in the career adaptability, supporting its inclusion and improving cross cultural generalizability. The result indicates that cooperation improves role outcome prediction such as engagement, commitment, and well-being with specification to supervisor and coworker satisfaction. These findings strengthen the predictive validity of career adaptability and promote its relevance across cultures.

### *Career Flexibility*

Career flexibility is identified with the ability of employee to adjust and realign their career trajectories, and roles in line with the evolving personal goals, prospects and other circumstances (Kossek & Kelliher, 2023). The significance of flexibility in the job role has been duly acknowledged in practice and research basically resulting from technological advancements, changing economic conditions, and work models. Unlike the traditional career path usually linear, the modern career path is highly dynamic and non-linear in nature. Employees now are faced with an increasing number of evolutions in their roles, organizations and their career path as a whole. Thus, the trends promoting increase in flexibility offers individuals the opportunity to easily realign to challenge the volatility of the job market and grab any opportunity that suit their evolving capacities, interests and ambitions. Therefore, career flexibility reflects the ability of an employee to realign to changing job demands over their professional lifespan (Gati & Kulcsár, 2021).

Research corroborates the psychological merits of career flexibility. Hsu et al. (2024) identified that career flexibility correlates significantly with the increased job satisfaction and bring down stress levels. Employees who realign their job paths to give room for personal ambitions usually get higher satisfaction.

### *Human Capital Theory*

Human Capital Theory is framework that underline individuals' skills, knowledge, experience and capacities as similar to business investment capital which can be invested to enhance economic production and personal income (Goldin, 2024). This theory becoming significant given the immense contributions of Gary Becker and Theodore Schultz in the 1960s, supporting the idea that human capacity is a replica of the physical assets. These are assets that can be improved for benefit. Thus, the theory highlights that allocating resources on education, training, and health tend to improve an individual's productivity, resulting in enhanced job performance, increased profits and total economic expansion.

This theory seeks to change the viewpoint on labor, considering it as valuable asset that can be enhanced over time not just an input for production (Flores et al., 2020). The argument suggests that similar to how businesses allocate resources towards machinery and technology to enhance productivity, individuals and society should allocate resources towards education and skills development in order to enhance their economic capacity. This investment is perceived as advantageous not only for the person, who experiences an improvement in their earning capacity, but also for society, which reaps the rewards of a more proficient and efficient labor force.

The reviewed literature brings to the light a clear gap underlying the significance of further research on the interface between employee engagement and organizational resilience, and career flexibility placing job satisfaction in the mediating role. The existing literature mostly adopt the job demands-resources model, and other theoretical framework whereas very limited attention is allocated to human capital theory, which offers valuable insights in human resource management. On the other hand, most of the research in this field that are pertinent to the study are within the context of western setting leaving that cannot fit into the Chinese context leaving a significant gap in understanding how these dynamics play out in Asian based cultures, particularly in China, where cultural differences may influence these relationships in uniquely.

## Research Methodology

This study adopts systematic literature review that is premised on scientific procedures in research which is referred to as Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) initiated by Sauer and Seuring (2023) to analyze and synthesize the available research on the interactions of employee engagement, organizational resilience, job satisfaction, career flexibility in Henan province China. This approach as opined by Ahiadu and Abidoye (2024) is grounded in scientific and systematic techniques that can yield a justifiable result. Further to that, the SPAR-4-SLR protocol is made into three phases with each phase containing a substage for better comprehension as articulated in figure 3.1 below.

### *Assembling*

This section entails the process of unearthing relevant literature on the study in question. Assembling is made to cater for the specific domain, research questions and the source type on the research. However, acquisition covers search title, search source, search period and other filtration processes such as keyword and subject area as content in figure 3.1 above.

### *Arranging*

Having assembled the harvested documents, the arrangement process commences through the systematic organization and purification process. This can be achieved through the systematic organization of the harvested articles using code and established framework. This study utilizes bibliometric, and Microsoft excel analysis indicators such as year, citation, authors, source titles, country, affiliation, and keyword analysis. After the meticulous organization of the documents, they are however made to undergo a purification process to ensure that only pertinent literature is utilized for the study. The result of the purification process is detailed in figure 3.1 which eventually resulted in arriving at 95 pertinent documents for the study.

### *Assessing*

After the systematic organization and purification process comes the final phase which is assessing the established documents for the study. This is achieved utilizing the evaluation tools such as bibliometric and Microsoft excel analyses to arrive at the best practices, gaps, and areas requiring future research interest whereas the results were also presented in tables and figures for reference. However, the limitations of the study were also captured as the study was not free of any limitation.



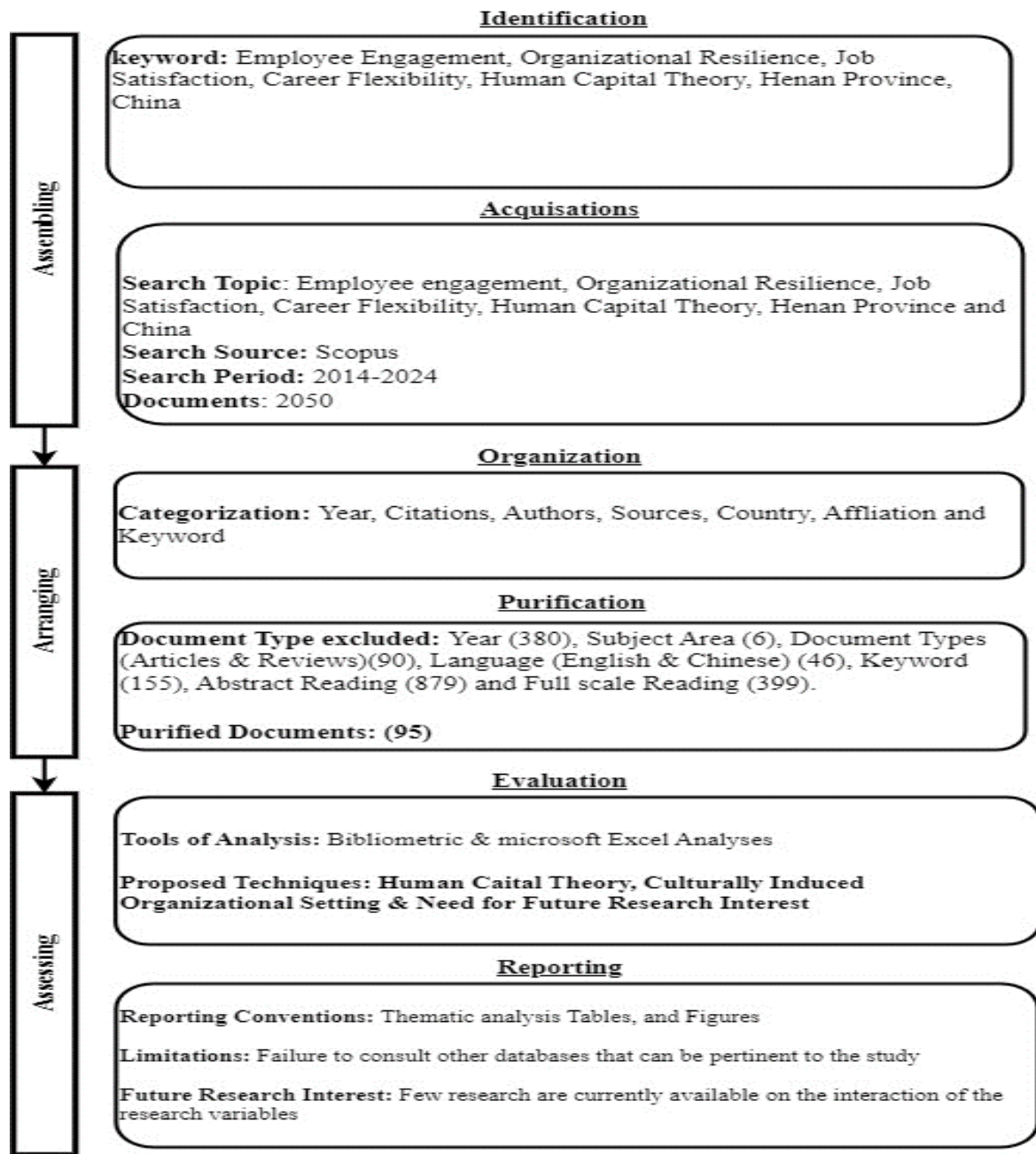


Figure 3.1 Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) for the Study

## Result and Discussion

The findings of this study have been summarized and synthesized through an in-depth analysis of the literature harvested harnessing the capacity of bibliometric and Microsoft excel to achieve that. By using the R bibliometric analysis, a summary of the articles and reviews harvested for this research is tabulated in table 4.1 below:

Table 4.1 Summary of the Data Used for The Study

Description	Results
<b>MAIN INFORMATION ABOUT DATA</b>	
Timespan	2014:2024

<b>Sources (Journals, Books, etc)</b>	498
<b>Documents</b>	1373
<b>Annual Growth Rate %</b>	15.04
<b>Document Average Age</b>	3.57
<b>Average citations per doc</b>	18.19
<b>References</b>	69130
<b>DOCUMENT CONTENTS</b>	
<b>Keywords Plus (ID)</b>	3448
<b>Author's Keywords (DE)</b>	2926
<b>AUTHORS</b>	
<b>Authors</b>	2644
<b>Authors of single-authored docs</b>	50
<b>AUTHORS COLLABORATION</b>	
<b>Single-authored docs</b>	50
<b>Co-Authors per Doc</b>	4.89
<b>International co-authorships %</b>	28.26
<b>DOCUMENT TYPES</b>	
<b>article</b>	1373

This data populated from the documents exported within a span between 2014 to 2024 outlining significant research of 1, 373 documents generated from 498 different publications. An annual growth rate of 15.4% expresses a consistent progression in research output over the decade. The relatively lower average age of the document of 3.57 years shows that the research is recent, reflecting the ongoing pertinence in the fields studied. Averagely, each document is 18.19 times referenced outlining a fairly strong effect in the academic realms. The large volume of the reference (69,130) deeply underscores the depth and interwovenness of the research, buttressing its implications to an extensive academic discourse.

In the case of collaboration, 2,644 authors contributed to the body of the research, with 50 documents single handedly authored showing a collaborative trend with an average of 4.89 co-authors per document. In addition to that, the 28.26% rate of international co-authorship brings an important level of cross border study partnerships, pointing at the global landscape and interest of theme. Most of the data used for this study are articles (1,373), found in academia for detailing research findings. The volume of author's keywords (2,926) and Keywords Plus (3,448) shows the diverse nature of the topic in question and the focal point investigated, suggesting a wider range of issues relevant with employment, workplace dynamics, and human resources.

#### *Most Relevant Sources*

This section highlights the significance of interdisciplinary journals, particularly in healthcare, psychology, and sustainability areas, underpinning the broader significance of the topic being studied. Thus, the International Journal of Environmental Research and Public Health (112 articles) appeared to be the most dominant source, suggesting that issues related to organizational resilience and employee well-being are gaining prominence in public health contexts too. This focus identifies an increased awareness of the importance of workplace health and its association with the environmental factors and public health outcomes. However, Journal of Nursing Management (49 articles) and several other nursing-focused journals (such as Journal of Advanced Nursing, Nursing Open, and International Nursing Review) identifies the specific relevance of this research to the nursing profession, probably considering the high-stress nature of healthcare services, especially in post-pandemic conditions. Resilience, career satisfaction, and flexible working arrangements are critical in retaining skilled nursing staff, an industry historically plagued by high turnover.

Frontiers in Psychology (46 articles) and Frontiers in Public Health (43 articles) also contributed immensely, indicating the significance of psychological and public health perspective in the study. This underlines the need to comprehend the potential psychological factors (e.g., employee engagement, burnout) that interact

with public health emergencies (e.g., COVID-19) to impact job satisfaction and retention. Furthermore, BMJ Open (38 articles) and PLOS ONE (30 articles), both open-access and multidisciplinary journals, have therefore contributed enormously to this discourse. This suggests a broad and global interest in the topic, specifically in the midst of researchers seeking to make their findings accessible to a broader audience. Sustainability (Switzerland) (28 articles) indicates that sustainability practices, which includes workplace flexibility and employee resilience, are being assessed in the context of organizational sustainability. Thus, career flexibility and employee engagement are now viewed as instrumental to sustainable and adaptable working environments. Therefore, Journals such as Human Resources for Health (14 articles) and International Journal of Human Resource Management (14 articles) highlight their peculiar interest in the operational activities of HRM. These journals' focus highlights that the research seeks to cover workforce management, reinforcing that engagement and resilience are also central issues for human resource development and the strategies adopted for retention.

Table 4.2 Most Relevant Sources

Sources	Articles
INTERNATIONAL JOURNAL OF ENVIRONMENTAL RESEARCH AND PUBLIC HEALTH	112
JOURNAL OF NURSING MANAGEMENT	49
FRONTIERS IN PSYCHOLOGY	46
FRONTIERS IN PUBLIC HEALTH	43
BMJ OPEN	38
PLOS ONE	30
BMC HEALTH SERVICES RESEARCH	29
SUSTAINABILITY (SWITZERLAND)	28
JOURNAL OF ADVANCED NURSING	20
MEDICINE (UNITED STATES)	20
BMC PUBLIC HEALTH	18
NURSING OPEN	18
HUMAN RESOURCES FOR HEALTH	14
INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT	14
INTERNATIONAL NURSING REVIEW	14
SOCIAL BEHAVIOR AND PERSONALITY	14
JOURNAL OF CLINICAL NURSING	13
INTERNATIONAL JOURNAL OF NURSING PRACTICE	12
JOURNAL OF AFFECTIVE DISORDERS	12
BMC FAMILY PRACTICE	11

**ROI:** To explore how interdisciplinary approaches influence the relationship between employee engagement, organizational resilience, job satisfaction, and career flexibility.

The diversity of the source ranging from health, public health, psychology, nursing, sustainability, and HRM illustrates the interdisciplinary nature of the study. thus, the topic transcends the usual business management journals, excavating different fields that have something to do with workplace challenges. For instance, the study in public health has increasingly underscored the significance of the well being of an employee as one of the instrumental elements impacting organizational resilience, particularly in the context of healthcare arrangements (Zhang et al., 2020). At the same time, the studies in organizational psychology reveal that engaged employee is an important determinant of performance and satisfaction across different industries, underlying the need for flexibility in the workplace to fit the diverse needs of the workforce (Zhang et al.,

2023). The interconnection of these disciplines represents a complete comprehension of the elements contributing to the thrive of organizations in a changing work environment.

Moreso, the importance of these interdisciplinary topics has come to limelight as a result of challenges such as the COVID-19 pandemic and other economic and technological disruptions that highlight the significance of organizations swiftly adapt to changing circumstances. Zhang et al. (2023) suggest the way to promote employee resilience through supportive culture in the workplace can suppress stress and improve job satisfaction as well as ease career flexibility. In addition to that, focussing on sustainability within organizations has resulted a re-examination of the way employee engagement can be leveraged to harness both environmental and social goals (Alolayyan & Alyahya, 2023). The growing interest in academic attention on career flexibility, employee engagement, and resilience buttress that these topics are not only theoretically conceptualized but are significant for developing resilient and adaptable organizations that can withstand any potential uncertainty. Through the integration of further insights from different fields, organizations can formulate comprehensive strategies to support their employees and enhance overall performance in an increasingly complex landscape.

#### *Most Relevant Authors*

This data generated on the most significant writers offers insights into the significance of some academics in the subject, together with all-embracing patterns in academic contributions. The prevalence of similar names such as Liu, Zhang, Wang, and Li are indicative of Chinese authorship, showcasing the huge contributions made by the academicians from China on organizational resilience, career flexibility, employee engagement, and other related fields. The prominence of Chinese authors corresponds with prior statistics showing that China is a significant contributor to journals in this area of research.

Liu Y, with 75 publications, is the most prolific author, signifying great contributions to this discipline. This body of research indicates proficiency in subjects pertaining to organizational resilience and employee well-being, particularly within the Chinese setting, which may correspond with extensive studies on the impacts of COVID-19, job flexibility, and career satisfaction. Zhang Y (66 papers) and Wang Y (65 articles) are closely aligned in their contributions to the literature. Their extensive output suggests participation in substantial studies or partnerships centered on organizational behavior, health care management, or employee engagement, which are essential themes in this research domain. Considering their contributions, these authors certainly play crucial roles in influencing the academic discourse on employee and organizational adaptation to changes, especially in high-stress settings such as healthcare or education.

The prevalence of writers with name such as Li, Zhang, Wang, and Liu indicate that research is significantly concentrated among a limited number of prolific experts. These researchers may suggest that the scholars are possibly affiliated with wider research teams or networks engaged in interrelated research in the area of organizational and psychological resilience. Li Y (61 papers) and Zhang X (57 articles) possibly engage in collaborative efforts or pursue similar research topics in line with their immense contributions. An in-depth analysis of this data may indicate that numerous authors engage in domains that converge on public health, organizational management, and employee welfare. Their combined contributions, including Chen Y (38 articles) and Wu Y (30 articles), may enhance the comprehension of essential variables such as job satisfaction, employee retention, and the moderating influence of psychological resilience, especially in fields like education, healthcare, and human resources.

In addition to that, the prevalence of articles authored by individuals with substantial publication records, such as Wang J (54 articles), Li J (49 articles), and Liu J (46 articles), indicates the potential impact of Chinese research institutes or governmental entities fostering the expansion of research in these domains. The vigorous academic production underlines the emergence of China as a pivotal center for study on organizational resilience, particularly during economic and social challenges such as the COVID-19 epidemic. Considering the magnitude and extent of China's labor force and economic framework, these writers are apparently addressing the necessity for pragmatic measures to enhance organizational and employee resilience. Scholars Li H (43 papers), Liu H (36 articles), and Wang H (34 articles) enhance the academic discourse by addressing pivotal issues that may connect health and human resources. The

repetition of these names indicates their leadership or involvement in initiatives that likely tackle the convergence of employee well-being and organizational adaptability.

**Table 4.3 Most Relevant Authors**

Authors	Articles
LIU Y	75
ZHANG Y	66
WANG Y	65
LI Y	61
ZHANG X	57
WANG J	54
LI J	49
LI X	49
ZHANG J	49
LIU J	46
LI H	43
LI L	43
ZHANG L	40
CHEN Y	38
LIU H	36
WANG H	34
WANG L	34
WANG X	34
LIU X	30
WU Y	30

**RO2:** *To examine the extent of research in China regarding the advancement of employee engagement, organizational resilience, and career flexibility, emphasizing how their interplay fosters progress in the face of disruptive challenges.*

This analysis indicates the immense contributions the Chinese scholars have made, particularly key individuals such as Liu, Zhang, Wang, and Li, in the areas of employee engagement, career flexibility, and organizational resilience. Their significant production of research articles brings to the fore their individual interest and indicates the presence of numerous collaboration networks that promote knowledge exchange and innovation in these vital fields. Siddique et al. (2021) observe that these networks typically include interdisciplinary teams that include perspectives from organizational behavior, psychology, and public health, thus enhancing the discussion on labor dynamics in China. This collaborative method is crucial for tackling the distinct challenges encountered by the Chinese workforce, such as the demands of swift economic expansion and substantial social transformations, which require a more profound comprehension of employee well-being and adaptability within organizational settings (Zhang et al., 2023).

Furthermore, the participation of these researchers in high-impact research signifies an increasing acknowledgment of the necessity to cultivate resilient firms that can assist their people during times of disturbance. De-la-Calle-Durán and Rodríguez-Sánchez (2021) assert that firms should prioritize employee engagement and happiness while simultaneously establishing frameworks that promote career flexibility and resilience within their workforce. The COVID-19 pandemic has intensified the necessity for such frameworks, compelling firms to adjust to new working conditions and prioritize employee mental health and well-being Tuzovic and Kabadayi (2021). As these experts persist in their contributions to academic literature, their work is expected to elucidate best practices that facilitate firms in China and elsewhere in

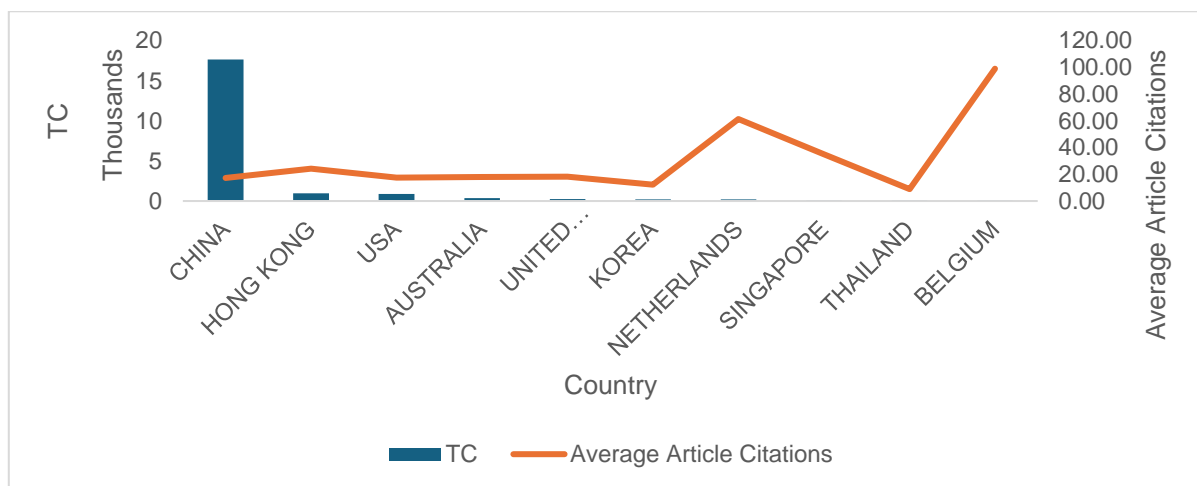


fostering supportive environments that allow employees to adeptly manage change. The insights derived from their research can offer basic direction for the policymakers and organizational managers seeking to enhance the resilience of their workforce in a progressively unstable global environment.

### *Most Cited Countries*

The research study data presents a summary of the total citations (TC) and average article citations from different countries, highlighting the contribution they made to this research areas.

China, with 17,661 total citations, triumph in volume but presents a relative moderate average article citation count of 17.20, showing substantial research output, although with variable influence across studies. Hong Kong and Singapore show markedly lower total citations (968 and 140, respectively) but are distinguished by higher average article citations (24.20 and 35.00), indicating a small number but an influential body of work.



**Figure 4.1 Most Cited Countries**

The USA, Australia, and the United Kingdom exhibit a comparable pattern to China, with relatively high total citations with average article citations fluctuating between 17.60 and 18.20, indicating consistent impact in the domain. Korea and Thailand yield fewer overall citations (195 and 124, respectively), with lower average article citations (12.20 and 8.90), indicating diminished influence in academic discourse. Belgium and the Netherlands exhibit a remarkably high impact per article, with average citations of 99.00 and 61.30, although providing a comparatively lower number of research (99 and 184 total citations, respectively). This underscores the significant impact and caliber of research generated in these nations.

**Table 4.4 Most Cited Countries**

Country	TC	Average Article Citations
<b>CHINA</b>	17661	17.20
<b>HONG KONG</b>	968	24.20
<b>USA</b>	897	17.60
<b>AUSTRALIA</b>	342	18.00
<b>UNITED KINGDOM</b>	236	18.20
<b>KOREA</b>	195	12.20
<b>NETHERLANDS</b>	184	61.30
<b>SINGAPORE</b>	140	35.00
<b>THAILAND</b>	124	8.90

<b>BELGIUM</b>	99	99.00
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**RO3:** *To assess the global academic influence on employee engagement, organizational resilience, career flexibility, and job satisfaction.*

The analysis made highlights China topping this research fields in volume, as content by its obvious contributions to the literature on employee engagement, organizational resilience, and career flexibility; however, other countries such as Belgium and the Netherlands show that a limited number of studies can yield a greater academic impact. The average citation counts for publications from Belgium and the Netherlands are considerably impactful than those from China, suggesting that the research generated in these nations is more rigorous, despite the fewer output. This phenomenon highlights the vital importance of research quality over quantity, since high-impact studies frequently yield profound insights and more substantial findings that reverberate throughout academic and practical spheres (Jimmerson et al., 2021). Moreover, the strategic emphasis on circumventing particular challenges within their distinct contexts allows these countries to offer significant insights into global workforce dynamics, thus highlighting their visibility and relevance in the realm of research. These trends underscore the imperative for researchers to emphasize the in depth and rigor of their study to guarantee vital implications to the wider debate on organizational behavior and employee well-being.

#### *Most Global Cited Documents*

The findings from the articles harvested underscore important research with key impact, as indicated by their citation metrics. Fu (2014) in the Journal of Business Ethics has received 256 citations in total, averaging 23.27 citations annually, emphasizing ethics and organizational behavior, as indicated by its elevated normalized citation count of 5.54. Cooke, Wood, et al. (2019) in the International Journal of Human Resource Management demonstrates significant influence, evidenced by 220 citations and an annual citation rate of 36.67, alongside a normalized citation impact of 6.72, representing its contribution to HR management practices. Zhu et al. (2020) in EClinical Medicine shows the greatest annual citation rate (42.40) and a normalized citation score of 8.87, highlighting its relevance in the medical field, particularly in pandemic-related research.

Additional works, like Liu et al. (2018) in BMJ Open and CHEUNG (2015) in the International Journal of Environmental Research and Public Health, each accumulating 212 citations, provide substantial contributions to public health and nursing research, exhibiting significant citation rates of 30.29 and 21.20 per annum, respectively. Rasool et al. (2021) is distinguished by 190 citations and a notable normalized citation rate of 11.59, representing its recent and significant contributions to environmental health research. The same appears with LIN (2021) in the Journal of Applied Psychology has demonstrated significant present with 173 citations and a normalized impact of 10.55, underscoring its relevance in applied psychology and organizational studies. These results highlight the vital contribution and substantial influence of research across different disciplines, including ethics, human resources, health, and psychology.

**Table 4. 5 Most Global Cited Documents**

<b>Paper</b>	<b>DOI</b>	<b>Total Citations</b>	<b>TC per Year</b>	<b>Normaliz ed TC</b>
<b>FU W, 2014, J BUS ETHICS-a</b>	10.1007/s10551-013-1876-y	256	23.27	5.54
<b>COOKE FL, 2019, INT J HUM RESOUR MANAGE</b>	10.1080/09585192.2015.1137618	220	36.67	6.72
<b>ZHU Z, 2020, ECLINICALMEDICINE</b>	10.1016/j.eclinm.2020.100443	212	42.40	8.87
<b>LIU W, 2018, BMJ OPEN</b>	10.1136/bmjopen-2017-019525	212	30.29	5.94

CHEUNG T, 2015, INT J ENVIRON RES PUBLIC HEALTH	10.3390/ijerph120911072	212	21.20	5.69
YU H, 2016, INT J NURS STUD	10.1016/j.ijnurstu.2016.01.012	191	21.22	6.28
RASOOL SF, 2021, INT J ENVIRON RES PUBLIC HEALTH	10.3390/ijerph18052294	190	47.50	11.59
GUO Y-F, 2018, J CLIN NURS	10.1111/jocn.13952	189	27.00	5.29
WANG L, 2018, SAF SCI	10.1016/j.ssci.2017.11.007	177	25.29	4.96
LIN W, 2021, J APPL PSYCHOL	10.1037/apl0000896	173	43.25	10.55

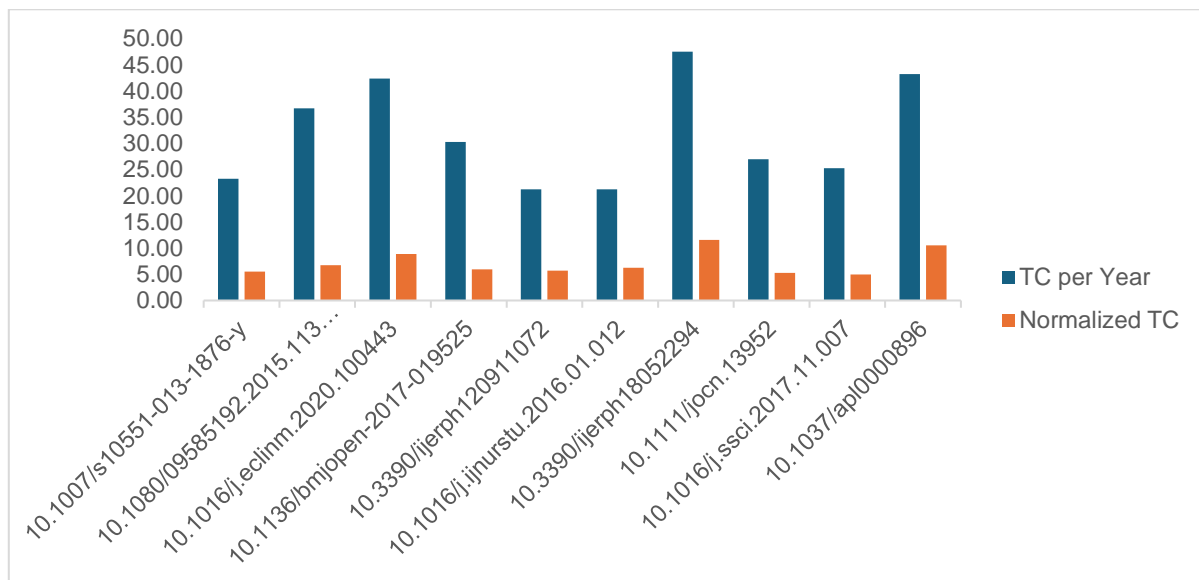
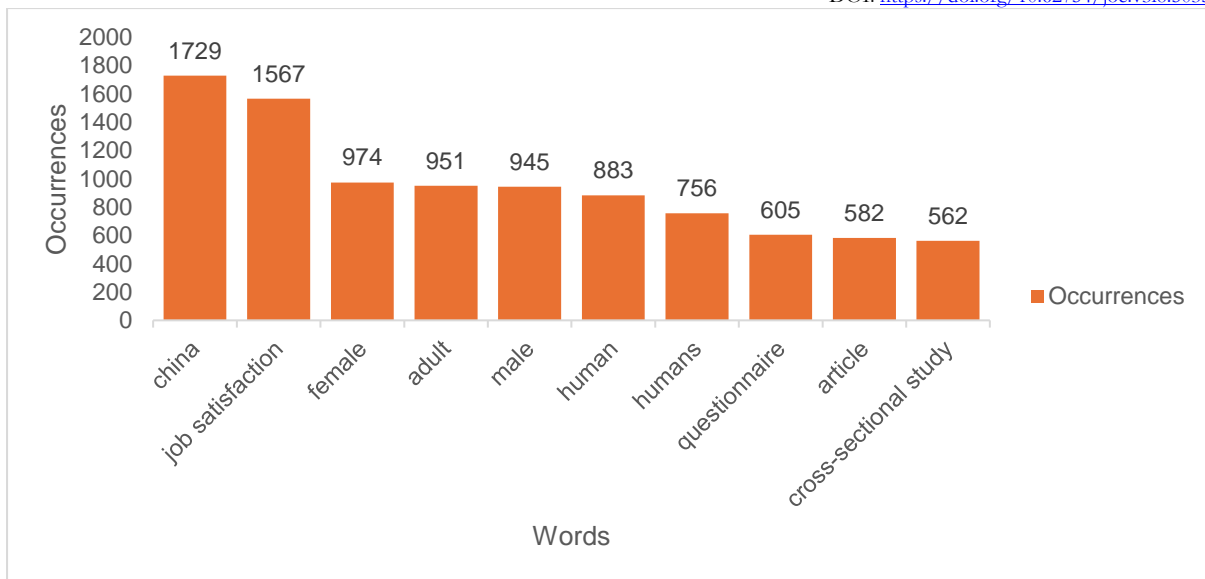


Figure 4.2 Most Global Cited Documents

#### Most Frequent Words

The examination of the most frequent word in the study underscores a significant focus on the Chinese setting, with "China" leading the list with 1,729 instances. This signifies that a substantial portion of the research concentrates on Chinese workforce, work environments, or social situations, hence underscoring the regional significance of the findings. Job satisfaction, with 1,567 occurrences, indicates that a considerable body of study focuses on explaining the factors that influence workplace satisfaction, especially in China. Job satisfaction is a crucial metric of employee well-being, motivation, and retention, elucidating its common presence in dialogues concerning career flexibility, engagement, and resilience.



**Figure 4.3 Most Frequent Words**

The prevalence of gendered terms like "female" (974 occurrences) and "male" (945 occurrences) underscores the significance of gender as a variable in these studies, potentially indicating a desire to comprehend the disparities in workplace dynamics and job satisfaction based on gender. This could be attributed to broader issues such as equality, workforce participation, and gender-specific professional experiences, notably in China, where cultural and economic transformations are impacting women's participation in the labor market. The numerous uses of "questionnaire" (605 occurrences) and "cross-sectional study" (562 occurrences) highlights the reliance on survey-based research methodologies in this area, indicating that a substantial part of the data is self-reported and temporally limited, an attribute very common in social science research focused on assessing attitudes, satisfaction levels, and perceptions of workplace environments.

**Table 4.6 Most Frequent Words**

Words	Occurrences
China	1729
Job satisfaction	1567
Female	974
Adult	951
Male	945
Human	883
Humans	756
Questionnaire	605
Article	582
Cross-sectional study	562

**RO4:** *To examine the impact of job satisfaction in Chinese workplaces on career flexibility, employee engagement, and resilience.*

The analysis of words with the highest appearance in the research indicates a clear attention on the Chinese context, with "China" appearing 1,729 times, underscoring the regional emphasis of the studies concerning Chinese workforce, work environments, and social conditions. This focus on the Chinese context highlights the significance of comprehending distinct cultural, economic, and regulatory elements that affect the labor market in China, especially in relation to employee engagement, career flexibility, and organizational resilience (Li et al., 2023). The frequency of "job satisfaction," appearing 1,567 times, indicates that a

significant part of academic focus is aimed at establishing the primary factors influencing workplace satisfaction. This emphasis is vital, as job satisfaction serves as an important apparatus for measuring employee well-being, motivation, and retention, directly influencing organizational success (Zhang et al., 2023). The incorporation of job satisfaction in dialogues related to career flexibility and employee engagement indicates an increasing acknowledgment of their interrelation, especially in addressing the issues posed by contemporary workplaces in China.

The analysis reveals a substantial prevalence of gendered terms, specifically "female" (974 occurrences) and "male" (945 occurrences), underscoring a key assessment into the impact of gender on workplace relations and job satisfaction within the Chinese environment. This emphasis corresponds with wider discourse on gender equality and workforce involvement, especially as cultural and economic transformations persist in redefining women's positions in the labor market (Wang & Chen, 2023). The dependence on survey-based research approaches, indicated by the numerous references to "questionnaire" (605 instances) and "cross-sectional study" (562 instances), shows that a significant segment of the data gathered in this area is self-reported. This approach is common in social science research that seeks to evaluate attitudes, satisfaction levels, and perceptions of employment conditions; yet it also prompts investigation over the validity and reliability of the findings (Guo et al., 2023). These trends in the number of times a word appear indicate the necessity for continued research that explores the specific context of the Chinese workforce while also addressing the implications of gender dynamics and methodological approaches in comprehending employee engagement and organizational resilience.

#### *Most Trend Topics*

The examination of trends in key research areas indicates an emphasis on workforce-related issues, health care changes, and psychological stress, exhibiting significant peaks and patterns over the years. Psychological stress, for example, occurs frequently, peaking in 2017 and continuing into 2021. This trend reflects a significant and persistent interest in comprehending psychological stress, probably in reaction to increasing apprehensions around workplace mental health, exacerbated by the strains of the COVID-19 epidemic and other socio-economic disruptions. Correspondingly, statistics and numerical data demonstrated considerable engagement, reaching a zenith between 2017 and 2018, highlighting the dependence on quantitative methodologies for examining workforce and health-related matters, thereby underscoring the significance of evidence-based research in domains such as employee well-being and healthcare systems.

Another trend is the concerns on workforce and multivariate analysis, both of which reached their zenith between 2015 and 2017. The appearance of manpower as a key subject likely indicates apprehensions regarding labor shortages, workforce planning, and talent management, especially in sectors impacted by rapid technological advancements or disruptions in the labor market. Multivariate analysis indicates an increasing complexity in research methodologies, as researchers utilize advanced statistical tools to analyze various challenges in healthcare, occupational disorders, and interpersonal relationships. Simultaneously, occupational illnesses and healthcare reform have maintained consistent significance, reaching a minor high around 2019, perhaps attributable to policy-driven healthcare transformations and apprehensions regarding worker safety in sectors such as healthcare, education, and manufacturing. The comparatively late emergence of faculty in 2023 signifies a recent increase in attention regarding academic staffing and the issues confronting educational institutions, potentially associated with post-pandemic modifications in faculty administration and labor dynamics. The trends indicate an emphasis on workplace health, workforce analytics, and methodological innovations, with persistent issues regarding healthcare reforms and worker resiliency.

**Table 4.7 Most Trend Topics**

Items	freq	Year_q1	Year_med	Year_q3
Questionnaire	9	2014	2014	2014
manpower	13	2015	2015	2017
Multivariate analysis	11	2015	2015	2017



Interpersonal relations	10	2015	2015	2018
Occupational diseases	18	2015	2016	2019
Health care reform	16	2015	2016	2019
Faculty	14	2015	2016	2023
Stress psychological	65	2015	2017	2021
Statistics and numerical data	63	2015	2017	2018
Asian continental ancestry group	42	2015	2017	2019

**RO5:** *To explore the evolving priorities concerning the workforce in Henan Province and China.*

The analysis of the study topics presents a significant attention on workforce-based issues, healthcare challenges, and psychological stress, indicative of the changing dynamics of employee well-being. The prevalence of "psychological stress" in academic publications reached its zenith around 2017 and persisted through 2021, presenting significant scholarly engagement in this area, possibly induced by increased consciousness of workplace mental health concerns, exacerbated by the COVID-19 pandemic (Liu et al., 2022). The increased focus on psychological stress aligns with growing social apprehensions regarding mental health, intensified by socio-economic changes, employment uncertainties, and the transition to remote work. The significant involvement with statistics and numerical data from 2017 to 2018 underscores a dependence on quantitative approaches to investigate workforce and health-related matters. Evidence-based research is essential for guiding policies and strategies that improve employee well-being and deal with the mental health issues in modern corporate settings (Chen et al., 2023).

Another important trend is the emphasis on human resources and multivariate analysis, which got to its zenith between 2015 and 2017. This interest in human resources may indicate pressing issues related to labor shortages, workforce strategy, and efficient talent management, especially in industries experiencing swift technology progress and labor market transformations (Zhang & Wang, 2023). The utilization of multivariate analysis indicates a shift towards the application of intricate statistical methods to analyze complex problems in healthcare, occupational diseases, and workplace interpersonal dynamics. The prevailing importance of problems such as the occupational diseases and healthcare reforms, which reached a zenith in 2019, indicates a continuous discourse on policy-driven changes in healthcare and workplace safety, especially in high-risk sectors such as healthcare and education (Guo et al., 2023). The recent rise of faculty management topics in 2023 signifies a transitioning emphasis on resolving staffing challenges in educational institutions following the COVID-19 pandemic. These developments highlight the increasing significance of workplace health, workforce analytics, and advanced research methods in addressing the complexity of employee engagement and organizational resilience in the current dynamism.

#### *Core Source by Bradford's Law*

Using the Bradford's Law on the main sources within this dataset uncovers a distribution trend in which a limited number of journals offer the majority of the relevant articles. Zone 1, which includes the most frequently referenced journals, comprises high-impact publications such as the International Journal of Environmental Research and Public Health (112 articles), the Journal of Nursing Management (49 articles), and Frontiers in Psychology (46 articles). These publications prevail in the domain, significantly influencing research on workplace dynamics, employee engagement, job satisfaction, and organizational resilience. This group, comprising 12 journals in Zone 1, contributed a total of 451 cumulative publications, indicating that these sources are crucial to current research discourse in this field.

In Zone 2, publications such as the International Journal of Human Resource Management, International Nursing Review, and Social Behaviour and Personality produce fewer articles (between 14 and 11), signifying their secondary still pertinent significance. These publications collectively demonstrate a comprehensive interest in human resource management, nursing, and social behavior research, which aligns with the fundamental themes of organizational resilience and employee engagement. The law of Bradford's highlights limited number of articles has significant impact and publish with greater regularity, rendering

them as essential resources for researchers in those areas despite the fact that several journals contribute to the discipline.

Table 4.8 Core Source by Bradford's Law

SO	Rank	Freq	Cumfreq	Zone
International journal of environmental research and	1	112	112	Zone 1
Journal of nursing management	2	49	161	Zone 1
Frontiers in psychology	3	46	207	Zone 1
Frontiers in public health	4	43	250	Zone 1
BMJ Open	5	38	288	Zone 1
PLOS ONE	6	30	318	Zone 1
BMC Health services research	7	29	347	Zone 1
Sustainability (Switzerland)	8	28	375	Zone 1
Journal of advanced nursing	9	20	395	Zone 1
Medicine (USA)	10	20	415	Zone 1
BMC Public health	11	18	433	Zone 1
Nursing open	12	18	451	Zone 1
Human resource for health	13	14	465	Zone 1
International journal of human resource management	14	14	479	Zone 2
International nursing review	15	14	493	Zone 2
Social behaviour and personality	16	14	507	Zone 2
Journal of clinical nursing	17	13	520	Zone 2
International journal of nursing practice	18	12	532	Zone 2
Journal of affective disorders	19	12	544	Zone 2
BMC family practice	20	11	555	Zone 2

**RO6:** *To propose the adoption of human capital theory on the relationship between employee engagement, organizational resilience, job satisfaction, and career flexibility.*

The application of human capital theory in analyzing the correlation among employee engagement, organizational resilience, job satisfaction, and career flexibility provides a robust framework for comprehending how investment in employees' skills, knowledge, and competencies can result in sustainable organizational outcomes (Flores et al., 2020; Sun et al., 2020). Human capital theory postulates that employees are important assets, and their growth and involvement in the production process directly enhance organizational performance (Canavati et al., 2021; Gerhart & Feng, 2021). According to the theory, investing in staff development not only improve engagement but also strengthens resilience, enabling organizations to proactively address challenges and retain high job satisfaction levels. This promotes enhanced career flexibility, as employee possessing different set of skills and competences are more adept at assuming different responsibilities, adapting to evolving work settings, and exploring different career trajectories. Consequently, human capital theory provides a comprehensive framework for assessing how the development of individuals' skills enhances organizational resilience and job satisfaction, thereby promoting more adaptable career paths.

Moreover, human capital theory provides a significant viewpoint on organizational resilience by acknowledging that resilient firms adeptly utilize their human resources. Organizational resilience relies not solely on systems and structures but also on people' ability to respond to adversity (Neely et al., 2022; Tran & Vo, 2020). Employees that are engaged and possess significant career flexibility are more capable of enhancing an organization's resilience and recovery from disruptions. In this scenario, career flexibility emerges as a crucial result of organizational resilience, propelled by investments in human capital. The incorporation of human capital theory in this study highlights the significance of a comprehensive approach

that integrates employee development with the organization's overall capacity to stay adaptive and sustainable in a rapidly evolving work environment.

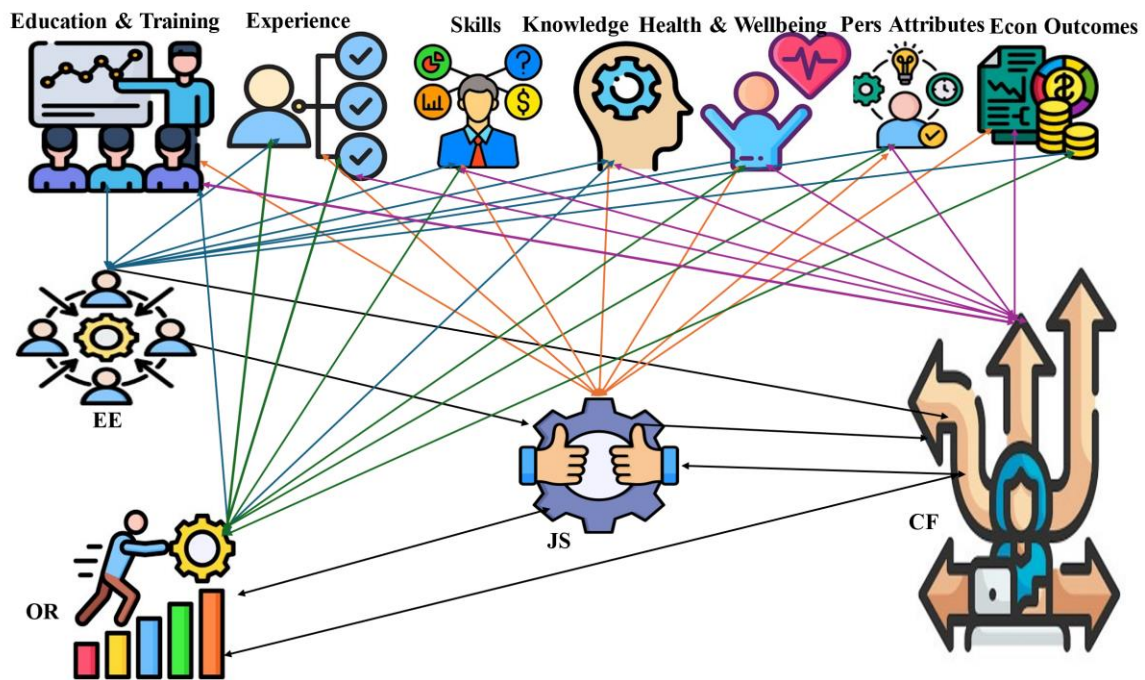


Figure 4.4 Proposed Model of HCT Based for Employee Engagement, Organizational Resilience, Job Satisfaction and Career Flexibility

## Conclusions

This research highlights the significance of multidisciplinary methods in comprehending the intricate interaction among employee engagement, organizational resilience, job satisfaction, and career flexibility. The study emphasizes the interconnection between employee well-being, resilience, and satisfaction, informed by concepts from psychology, public health, and sustainability, in relation to flexible career options (Davidescu et al., 2020; Jackson Preston, 2022; Sorensen et al., 2021). The amalgamation of various disciplines provides a comprehensive viewpoint, indicating that firms must facilitate their workforce with flexible work arrangements and a focus on resilience to prosper in a constantly changing business landscape. This interdisciplinary dimension demonstrates the importance of promoting employee engagement and resilience. Thus, enhances job satisfaction and facilitates greater career flexibility, significance for navigating the uncertainties of the continued evolving workplaces.

The study underscores the immense research coming from China where rapid economic and social transformations have brought forth new challenges and opportunities for the labor force (Han et al., 2023; Zhang et al., 2023; Zhao et al., 2021). Chinese scholars have significantly enriched the literature on employee engagement, organizational resilience, and career flexibility, particularly in relation to disruptive crises like the COVID-19 pandemic. This research employs human capital theory as a framework to elucidate how investments in employee development, skills, and knowledge positively improve organizational performance and resilience (Chong et al., 2023; Zhang et al., 2020). The study highlights the significance of job satisfaction mediating the interaction of the other variables, thus providing an enabling environment for engaged and resilient employees to effectively navigate career transitions, hence promoting more adaptable organizational frameworks. This approach offers a thorough strategy for improving workforce flexibility in China and the world in general, in line with the changing goals of the current workplaces.

## Practical Implications

The study has varied consequences whose impact can be practically felt by different organizations, offering critical insights for corporate leaders, human resource management, and policymakers seeking to improve employee engagement, resilience, job satisfaction, and career flexibility. This study underscores the significance of organizations implementing more comprehensive strategies through investigating the impact of interdisciplinary approaches on these interactions. Integrating concepts from psychology, public health, and human resource management can result in more effective employee wellness initiatives that improve engagement and foster resilience within the workforce. This methodology is especially pertinent in industries such as healthcare and education, where employee burnout and mental health issues are prevalent. Leaders in these sectors can gain by cultivating settings that promote individual well-being and organizational adaptability, assuring employee satisfaction and flexibility in their career trajectories despite external upheavals.

The findings indicate that businesses should prioritize the relationship among engagement, resilience, and career flexibility to promote sustainable growth in the rapidly evolving economic landscape, particularly from the viewpoint of the Chinese workforce in Henan Province. Chinese firms witnessing various challenges, including technological advancement, and public health emergencies, must prioritize resilient workplace environment that inculcate career development and flexibility. This is achievable through realigning investment into continuous professional development (CPD), the promotion of flexible work settings, and the provision of resources that bring about satisfaction. These insights offers guidance for Chinese policymakers to formulate labor related policies that are friendly to employee engagement and resilience being a vital elements for national economic resilience, especially in regions such as Henan, where labor markets are adapting to socio-economic transformations.

The adoption of human capital theory as the framework for the comprehension of the relationship between these factors has practical consequences for talent management and workforce development. Organizations can enhance employee engagement and career adaptability by investing in their human capital skills generation, competences, and knowledge that are transferable across various positions and industries. This investment in human capital can promote job satisfaction and bolster organizational resilience through cultivating a staff ready for flexibility. This underscores the necessity for global organizations, particularly those in China, to establish comprehensive employee development programs that emphasize not only current job performance but also equip employees for future challenges and career transitions, thereby fostering long-term organizational success.

### **Theoretical Implications**

This study has immense implications, as it enhances the comprehension of the interactions among employee engagement, organizational resilience, job satisfaction, and career flexibility from the dimension of interdisciplinary setting. The study highlights the significance of utilizing cross-disciplinary approaches in organizational research by accommodating insights from psychology, public health, human resource management, and organizational behavior. This indicates a transition from conventional management theories to more comprehensive approach that take into account various aspects of employee well-being and organizational performance. The multidisciplinary approach enhances existing theories by highlighting the interrelation of individual and organizational results, demonstrating that improving employee engagement and resilience can together improve job satisfaction and career flexibility.

The findings from China offer new theoretical insights into the contextual factors affecting these interactions, particularly in areas experiencing rapid socio-economic transformations such as Henan Province. The relationship among employee engagement, resilience, and career flexibility is significantly shaped by China's distinct organizational and cultural context. Theoretical models created in Western contexts may inadequately represent the intricacies of employee behavior in China, influenced by fast industrialization, labor market changes, and cultural values related to work and stability. This research addresses a significant gap by suggesting the integration of human capital theory into the interplay of engagement, resilience, job satisfaction, and flexibility to achieve a more nuanced comprehension of workforce dynamics in emerging economies.



The use of human capital theory enhances the theoretical framework by identifying employees as essential assets, whose growth directly influences organizational resilience and career adaptability. This study supports the claim of the theory that investing in employee skills, knowledge, and well-being are instrumental functions of corporate performance and individual career development. The expansion of human capital theory to incorporate other factors such as job satisfaction and career flexibility offers a more comprehensive perspective for analyzing the enduring benefits of nurturing engaged and resilient employee. The results shows that other theoretical models can consider incorporating human capital development as a fundamental mechanism interfacing employee engagement, job satisfaction, resilience, and career flexibility, thus offering a more holistic comprehension of how organizations can prosper in disruptive contexts.

### Limitations of the Study

A primary constraint of this research is its substantial dependence on existing literature and secondary data, especially regarding studies conducted in China. The study comprehensively analyzes interdisciplinary methodologies and regional contributions; nevertheless, it lacks primary data collection, hence constraining the capacity to provide contemporary, real-time employee insights regarding engagement, resilience, job satisfaction, and career flexibility. Furthermore, the study's focus on the Chinese context, particularly Henan Province, may limit the applicability of its findings to other cultural and economic environments. The reliance on human capital theory has a weakness, since its emphasis on investing in individual skills may neglect other significant organizational elements, such leadership styles, technological progress, and external market dynamics, which could also affect the observed correlations. Subsequent research could enhance its validity and applicability by integrating primary data and exploring these links in a wider array of scenarios.

### Future Research Recommendations

Future research should broaden the investigation of interdisciplinary methodologies by incorporating emerging domains such as technology management, behavioral economics, and environmental sustainability into the analysis of employee engagement, organizational resilience, job satisfaction, and career flexibility. These domains are gaining prominence as firms adjust to technological innovations and sustainability issues, which may substantially impact workplace dynamics. Moreover, subsequent study should prioritize empirical investigations across diverse industries and regions, especially outside of China, to corroborate and generalize results. An investigation comparing the impact of varying cultural, economic, and regulatory environments on these linkages could yield profound insights into global workforce trends and guide the development of more globally applicable initiatives.

A further recommendation for future research is to examine the influence of leadership styles, organizational culture, and technological change on employee engagement, resilience, and career flexibility. The present study focuses on human capital theory; however, subsequent research might investigate the interplay between other organizational theories, such as transformational leadership and psychological contract theory, and their influence on employee engagement and resilience in relation to job satisfaction and career flexibility. Furthermore, longitudinal studies that monitor the progression of these variables over time, especially following significant disruptions like the COVID-19 pandemic, would provide critical insights into how companies can maintain elevated levels of engagement and adaptability in the face of ongoing change. Broadening the scope to encompass these aspects would enhance the theoretical framework and yield more comprehensive solutions for developing resilient and adaptable organizations.

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