

TOWARD SUSTAINABLE CAREERS: LITERATURE REVIEW

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Abstract

Recently a sustainability perspective on careers has gained momentum within scientific career literature in response to shifts in a socioeconomic context. The paper focuses on the concept of sustainable careers: what they are and why they matter today.

Purpose – the aim of this research is to illustrate the relevance of the sustainability perspective to the examination of contemporary careers.

Design/methodology/approach – theoretical methods were used in this paper (logical-analytical, comparative, systematic). Firstly, changes in the global economic market which have affected career environment are analyzed. Further, the examination of conceptualizations and key dimensions of sustainable careers is presented.

Finding – sustainable careers is a new direction in the scientific research on careers bringing research efforts to a more comprehensive and complementary level. The systemic approach distinguishes the theory of sustainable careers from other contemporary career theories. The sustainability perspective reveals a multidimensional nature of careers and highlights the role of interconnectedness of different contexts wherein career unfolds. The theory emphasize the importance of organizational role in individual career management. Furthermore, the sustainability perspective provides an important insight into the time dimension in career management. The linear and age-based career has become more dynamic and fragmented. This means that an individual's career continuity can be safeguarded through life-long learning and proactive career self-management rather than counting on loyalty to the same employer. What is more, career meaning has become an important element of sustainable careers. Career meaning shapes our understanding about career success which has become highly idiosyncratic.

Research limitations/implications – the principal limitation of this study is that the research is based on a theoretical conceptual analysis without presenting any empirical data.

Practical implications – this paper may be useful in fostering an interest in applying sustainability perspective on careers among scholars, as well as individuals, managers of organizations and human resource professionals.

Originality/Value – sustainability is a fresh perspective on contemporary career theories. What is distinctive about the sustainable career concept is that it encompasses much more than individual career management and requires to take a more comprehensive approach on careers. It essentially seeks to find answers to such issues as how a resilient career system may be built which would not only respond to the individual's needs but would also allow the organization to flexibly respond to changing market requirements by having an engaged and adaptable workforce.

Keywords: contemporary careers, sustainability perspective on careers, sustainable careers, sustainability

Research type: literature review

JEL classification: Q01, J24, M12, M54, O15.

Introduction

Recent decades have been marked by significant rapid changes in the societal, economic and technological environment. Reshaping of organizations, globalization of consumer and labor markets, rapidity of technological innovation and its adoption (Pryor and Bright, 2011), ageing of the working population (Newman, 2011) are, to mention but a few, the “new realities” of the 21-century working environment. Obviously, all these changes have had a considerable impact on how

our careers unfold. Traditional bureaucratic careers characterized by vertical progression and job security (McArdle, Waters, Briscoe and Hall, 2007) are hardly functioning in today's working context. Contemporary careers, on the other hand, are described by lateral movements across organizations, increased instability, periods of unemployment, high levels of mobility and increased individual initiative. Consequently, the focus of career theorists have moved from traditional bureaucratic careers to the new challenges presented by contemporary careers. A considerable number of new career concepts and models add valuable insights into the examination of contemporary careers by revealing the complexity of today's career environment and emphasizing the necessity of individual responsibility in career management. However, a more comprehensive and systemic approach to the contemporary career is needed. The current scientific career literature, emphasizing mainly individual agency, have neglected the organizational role in career management as well as the impacts of other important stakeholders in career environment. Recently, a sustainability perspective on careers has gained momentum in scientific career literature (Valcour, 2015; McDonald and Hite, 2018; De Vos and Van der Heijden, 2017). Sustainable careers refer to "sequences of career experiences reflected through a variety of patterns of continuity over time, thereby crossing several social spaces, characterized by individual agency, herewith providing meaning to the individual" (Van der Heijden and De Vos, 2015, p. 7). From the sustainability perspective, career is seen as a dynamic interplay between individuals, their contexts and changes over time (De Vos, Van der Heijden and Akkermans, 2018). The sustainability perspective on careers addresses the issue as to how a resilient career system may be built where all actors and stakeholders could satisfy their needs and at the same time take into account long-term outcomes of career decisions (De Vos and Van der Heijden, 2017).

The purpose of the paper is to reveal the applicability of the sustainability perspective to the examination of contemporary careers. Firstly, changes in the global economic market which have affected career environment are analyzed. Further, the examination of conceptualizations and key dimensions of sustainable careers is presented. Theoretical methods such as logical-analytical, comparative and systematic were used in this research.

1. Research Methodology

The research implements a descriptive-analytical type of scientific document content analysis. The review of scientific literature and comparative analysis are the principle methods used in the study. Google Search Engine (<https://scholar.google.com/>) has been used to search for scientific articles. Data collection is based on scientific literature of the last 10 years with key orientation to 3 topics in sequence of analysis as follows: 1) analyzing the main societal, economic and technological changes which have affected contemporary career environment; 2) defining the

concept of sustainable careers; 3) examining sustainable careers through the four dimensions (time, social space, agency, meaning) suggested by De Vos and Van der Heijden (2015).

2. Results

2.1. Shifting career landscape

Recently, a sustainability perspective on careers has emerged in response to shifts in the socioeconomic context. Even though sustainable careers focusing on individuals' continuing employability in jobs that facilitate their personal development over time, have been the underlying ideology of career-related research for many years (Lawrence, Hall and Arthur, 2015), it is only recently that this paradigm has started to gain momentum. Scholars identified various contextual influences which had encouraged the emergence of research in career sustainability (Valcour, 2015; McDonald and Hite, 2018). The key changes which caused important shifts in the way we understand careers include changes in the demographic, technology and business environment which will be examined further.

First of all, demographic factors are important to consider in order to better understand an increased career complexity. A large number of baby boomers, the healthiest generation in history with life expectancies into their 80s, remained in the workforce. This generation, being energetic, is willing to make a contribution in later years of their careers. Hence, employers face new challenges to invent more sustainable, long-term careers which engage people appropriately over the life span (Newman, 2011). Family structures have become more diverse, resulting in the increase in dual-earner and single-parent households, as well as households providing elderly care. As a result, a non-work demand for many employees has increased (Cullen, Hammer, Neal and Sinclair, 2009) along with higher levels of work-life conflict (Valcour, 2015).

Secondly, advances in information technology have affected careers in a variety of ways. Blurring boundaries between work and private life through the use of technology devices result in constant connection to work that leads to the higher levels of stress (Greenhaus and Kossek., 2014). Continuous connectivity to work not only contributes to work overload and intensification but also challenges work-life balance. According to Thyssen (2016), the demand for jobs including routine tasks is decreasing and by 2025, less than 15 % of employment positions would be designed for the low-skilled, while the jobs requiring digital and high-level skills would be increasing. The acceleration of new technology is often perceived as one of the major reasons which increases income inequalities. Moreover, technological change affects the labor market, devaluing and revaluing skills and creating whole new skills and jobs (Keeley, 2015).

Lastly, competitive and turbulent business environment is increasingly changing employment conditions. In order to stay competitive and flexible in the global labor market, organizations change their working strategies. Organizational delayering, decreased emphasis on employer-driven career management programs, increased focus on short-term financial results, the use of offshoring to countries with lower labor costs and externalization part of a workforce into contract positions (Cappelli and Keller, 2014) led to a reduced opportunity for a frequent upward mobility, heightened job loss in all levels and increased external mobility (DiRenzo and Greenhaus, 2011).

All these shifts in the socioeconomic and technology environment accounted for the increasing amount of new forms of employment, such as self-employed individuals, one-person employers and free agents. Furthermore, new non-standard work arrangements such as teleworking, part-time, fixed or temporary employment have emerged in contemporary organizations (Reichel and Mayrhofer, 2009; Thijssen, Van der Heijden and Rocco, 2008).

Thus, taking into account all the aforementioned shifts, careers in 21st century have been described as unstable and less predictable, with increased mobility and responsibility on the individual career actor and less bounded to one organization. With constantly changing career context, careers are increasingly seen as “boundaryless” (Arthur, Rousseu, 1996) and “protean” (Hall, 1996). Boundaryless careers are described as being the opposite of “organizational careers”, as not bounded and tied to a single organization and marked by less vertical coordination and stability (Arthur, Rousseu, 1996). The boundaryless career encompasses not just physical mobility but also a psychological “boundarylessness” such as breaking assumptions about traditional organizational hierarchy and career advancement (Arthur, Rousseu, 2001). The protean career is another alternative to the bureaucratic career in organizational research. Protean career represents a self-directed perspective or attitude in looking at one’s career. This career orientation is characterized as being driven by the person, not organization, based upon personal goals and values and being driven by psychological success rather than objective one, such as power, rank or pay (Hall, 2002). As a result, in the age of protean careers, the vast majority of postmodern career theories have concentrated their attention on individual agency in career management. It is undoubtedly valuable to examine individual-driven ways to create and develop a meaningful and satisfactory career built on individual talents in the turbulent and uncertain work context. Individuals are nowadays the primary agents of their own career development. However, the picture painted by current career research lacks contextual aspect, what is, more a comprehensive and systemic approach on career concept is needed. Careers do not develop in the vacuum of private context but are influenced by multiple contexts where they unfold, such as organizational environment, broader labor market, governments and educational institutions (Van der Heijden and De Vos, 2015; Greenhaus and Kossek, 2014). Therefore, the question is not only about how an

individual can build a meaningful career which is congruent with his or her interest, skills, talents and values. Sustainability perspective on careers addresses the needs of both employees and employers, unlike many of the newer career theories that have minimized the role organizations adopt in employees' career development (Valcour, 2015). The new challenges related to turbulent career environment raise questions as to how employees facing increasingly long and complex careers can safeguard their employability in the long-term and with that build a career in which they can remain healthy and successful for a long time (Akkermans, De Vos and Van der Heijden, 2016). Another issue is how a resilient career system can be built which would not only respond to individual needs but would also allow organizations to flexibly respond to changing market requirements by having an engaged and adaptable workforce (De Vos and Cambre, 2016; De Vos and Van der Heijden, 2017). As a result, sustainability has become an important issue for all actors of contemporary careers. De Vos and Van der Heijden (2015) argue that a sustainable career consists of the following four core dimensions: time, social space, agency and meaning. Time and social space, two neglected elements in scientific career research, are the ingredients which make sustainable careers a novel approach toward careers. Time dimension refers to continuity over time which is the essence of sustainability and represents a sustainable sequence of work experience throughout the course of career (De Vos, et al, 2016; De Vos and Van der Heijden, 2017), while social space dimension represents a broad societal context where careers are situated. It refers to different types of contexts influencing career trajectories (Greenhaus and Kossek, 2014; De Vos et al., 2016).

Hence, the phenomenon of sustainable careers is a fresh direction in the scientific research on careers bringing research efforts to more comprehensive and complementary level.

2.2. Conceptualization of Sustainable Careers

Sustainability or sustainable development is a complex concept usually attributed to The Brundtland's Report (1987) where it was defined as "development that meets the need of the present without compromising the ability of future generations to meet their own needs". Such a definition refers to the responsibility of using various resources in a manner such that do not endanger possibility for the future utilization. In the simplest terms, sustainability is about to act in the present thinking about the future. The word "sustainable" refers to the ability to "continue over time" as well as the ability to "cause little or no damage to the environment" (Sustainable., n.d.). When applied to organizational settings, sustainability refers to preserving resources (e.g. economic, ecological, human, social) it utilizes and supporting their growth and development (Kira and Van Eijnatten, 2008). Similarly as physical sustainability deals with the consequences of organizational activity for material usage, human (social) sustainability considers how

organizational activities affect people's physical and mental health as well as well-being (Pfeiffer, 2010). Ans de Vos et al. (2018) suggested that career sustainability may be considered as a particular form of human sustainability.

Scholars have just recently started to conceptualize careers from the sustainability perspective. The conceptualizations are often influenced by scholars' research topics of interest in the field. For example, Newman (2011) analyzed the issues of demographic aspects of workforce, such as aging employees and differences among generations. A sustainable career, according to Newman (2011, p. 138), includes „preserving and enhancing human capital“ and „restoring and maintaining balance“. To be sustainable throughout life, careers must comprise renewability, flexibility, adaptability and integrity. Renewability means that an individual has regular opportunities for rejuvenation. Flexibility and adaptability refer to continuous learning in response to change and in anticipation of change, whereas integrity implies the completeness and wholeness (ability „to see a whole picture“). Integrity refers to consistency between values and actions and a sense of meaning. Greenhaus and Kossek (2014, p. 377) defined sustainable careers as follows: (1) security to meet economic needs; (2) fit with one's core career and life values; (3) flexible and capable of evolving so as to suit one's changing needs and interests; and (4) renewable so that individuals have regular opportunities for rejuvenation. Similarly to Newman's definition, Greenhaus and Kossek (2014) stressed the importance of the fit, flexibility and renewability of career and life values. Nevertheless, Greenhaus and Kossek (2014) prospect on sustainable careers is influenced by current changes in work conditions, such as work intensification, job insecurity, inequalities among workers and absence of work-life balance. In this sense, sustainable careers may be fostered through organizational strategies which promote well-being and work-life balance of their workers. Moreover, sustainability in careers means having a positive career experiences throughout the life in ways that promote organizational and individual effectiveness (Kossek, Valcour and Lirio, 2014).

According to Van der Heijden and De Vos (2015), sustainable careers refer to „sequences of career experiences reflected through a variety of patterns of continuity over time, thereby crossing several social spaces characterized by individual agency, herewith providing meaning to the individual“. Continuity over time or longevity implies sustainable career experiences over time. It means fulfilling present needs without compromising future needs, indicating that career-related decisions and events should be evaluated from long term perspective because what seems sustainable solution at one point of life might turn out to be less sustainable in the long run (De Vos, Van der Heijden and Akkermans, 2018; McDonald and Hite, 2018; De Vos et. al, 2016). Social space or context wherein careers unfold is another important characteristic of sustainable careers. It is evident that careers do not unfold in vacuum (McDonald and Hite, 2018) and are

highly influenced by different contexts, such as personal life, organisations and institutions involved in person's career (De Vos and Van der Heijden, 2017). Consequently, in order to better understand career sustainability, a multi-stakeholder perspective need to be taken (Colakoglu, Lepak, and Hong, 2006; De Vos et al. 2018).

2.3. Key Dimensions of Career Sustainability

Sustainable careers can be analyzed by four core elements: time, social space, agency and meaning (De Vos and Van der Heijden, 2015). The four dimensions are discussed in detail below.

Time dimension. Time dimension is crucial in sustainable careers. Aging workers, prolonged careers, shortening of individual career episodes are important shifts which have changed our understanding about contemporary careers. The essence of sustainability is continuity over time which can be assured through conservation and renewal of resources and fulfilment of the present needs without compromising future needs. From the individual point of view, this means that career-related events and decisions should be looked upon not in momentary view but rather in the long run. What can seem a sustainable decision at one point in one's life may appear totally different in the long term (De Vos et al., 2018), or failure to take needed actions or decisions at the moment can have negative outcomes in the longer run, e.g. refusing to renew skills or knowledge may reduce one's employability over time. According to De Vos et al. (2016), time in traditional or bureaucratic careers was perceived as linear and age-based, i.e. the upward movement in organizations was determined by employees' age. The linear time and age-based thinking in the field of careers has caused problems such as career plateau when people continue working without the prospect of opportunities to make their career more dynamic again (De Vos et al. 2016). Nowadays, when career environment has become less predictable and more turbulent, people move across organizations, change jobs and professions, career episodes have become shorter. As a consequence, the time in contemporary careers has become less linear and more fragmented. This raises more challenges to individuals since they may not count on life-long employment in the same organization anymore. Therefore sustainable career continuity can be preserved by individual's active career self-management (Vancour, 2015). Individual should focus on lifelong learning, acquiring new competencies and skills as well as challenge him or herself throughout the life-course (Mirvis and Hall, 1994). Even this behavioural repertoire creates pressure on an individual to keep proactive and initiative in career self-management, on the other hand it provides a sense of freedom in building meaningful and idiosyncratic career, independently of age-based norms.

Organizations and their human resource departments may play a significant role in safeguarding their employees' well-being and development in terms of their age. The workforce has become older and fewer younger workers enter the workforce due to increased lifespan, increase in

retirement age and lower birth-rates (Truxillo and Fraccaroli, 2013). These trends pose new challenges for organizations to find ways and practices which would enable employees to have positive career experiences at present and remain engaged over the long term (Greenhaus and Kossek, 2014). It is important to understand employees' expectations, motivation and attitudes toward work which are associated with their age. In the opinion of Newman (2011), older workers are better qualified, more interested in accomplishment, more concerned with doing meaningful work, more motivated by autonomy and flexibility, are less promotion-driven, and seek to bring their experience to bear and help others, while younger ones want and need connection to each other and to the older generation. They also seek for security, knowledge, guidance, support and value life balance and personal growth. Sustainable organizational practices (e.g. reciprocal mentorship, bridge employment) are needed which address different age-based employees' needs, engage workers appropriately over the life span and at the same time promote organizational effectiveness.

Context dimension. Contemporary career may be perceived as a dynamic system open to influence of other conditions, i.e. systems (Pryor and Bright, 2014). As systems become more complex, they incorporate more components, develop more connections within the systems and are exposed at more points to influence from other systems (Pryor and Bright, 2007). In a similar vein, individual career interacts with many other systems (e.g. work, family, community, leisure, labour market), which influence its trajectory. Within the more complex contexts career system operates, the more contextual influences it is exposed to. For example, a dual-career partners have to juggle two work schedules, households, family duties, keep a work-home balance and at the same time to maintain and refine their knowledge, skills and competencies to keep pace with the constantly changing world. Thus, careers do not unfold in the vacuum and are heavily influenced by economic and societal forces as well as by multiple contexts (McDonald and Hite, 2018). Career decisions are made with regard to different contexts (Feldman and Ng, 2007), such as work-related contexts (factors of work group level, organizational policies and procedures, occupational labour market factors) (De Vos et al., 2018) and private life (Greenhaus and Kossek, 2014). Contemporary career belongs to an individual, nevertheless, the career system interacts with and is affected by other systems. Depending on the manner in which the society, organisations and individuals approach careers, they either facilitate the sustainability of careers, or put careers 'at risk' (De Vos et al., 2016). Baruch (2015) has suggested the ecosystem theoretical perspective as a useful theoretical framework to understand how careers can become more sustainable. Iansiti and Levien (2004) defined an ecosystem as "a system that contains a large number of loosely coupled (interconnected) actors which depend on each other to ensure the overall effectiveness of the system" (p.5). Similarly, individuals, organizations and nations are the actors which interact, aim to survive and

develop within the system, meanwhile „loosely coupled“ refers to dynamic relationships among the actors. The effectiveness across time and space of such a system depends on the ability to fulfil the aims of interacting actors (Baruch, 2015). The interconnectedness of different contexts within career landscape, raises the question of how different stakeholders can help to protect and enhance sustainable careers across the life-span (De Vos and Van der Heijden, 2017). The changes in workforce, such as increased participation of women, dual-earner partners or single parents have blurred the boundaries between work and private life (Greenhaus and Kossek, 2014). Individuals face increasingly demanding jobs and at the same time they have to balance their work commitments with family duties and responsibilities (caring for parents, young children). Organizational role is very important seeking to safeguard an employee’s career continuity in terms of work-home conflicts. Individual’s career does not take place in isolation and it is highly intertwined with personal life; therefore flexible working models which facilitate work-home balance are desirable in contemporary careers. Flexible integration of work and non-work commitments also result in beneficial outcomes for organizations, such as decreased turnover (Valcour, Bailyn, Quijada, 2007), organizational commitment and retention (Cabrera, 2009; Casper and Harris, 2008). Decision makers in national/regional level play an important role in enhancing sustainable career development by analysing trends on the labour market, contributing to the funding of lifelong learning activities, considering educational system at developing career competencies among pupils and students and examining links between the educational system and the labour market, to mention but a few (De Vos et al., 2016).

Agency dimension. An individual is considered to be the owner of the contemporary career. Career development over time depends on choices made by the central career actor. Career sustainability means matching individual and organizational needs which results in mutual benefits as well as benefits for his or her broader life context (De Vos et al., 2016; De Vos and Van der Heijden, 2017). As such, an individual has to take responsibility for the career management while balancing different realms in his or her life. Career self-management, problem-solving and decision-making process intended to help individuals achieve desired career outcomes (Greenhaus and Kossek, 2014), has become increasingly important. Nowadays, individuals have to be proactive in constructing their careers. The new employability-based psychological contract (Clarke and Patrickson, 2008) implies the necessity to invest in the development of competencies. Career security and continuity today may be encouraged through investment in employability, i.e. career potential. The concept of employability has become one of the leading research topics in the career literature (Clarke and Patrickson, 2008; Akkermans and Kubasch, 2017) and is considered as one of the most important outcomes of contemporary careers (Wille, De Fruyt and Feys, 2013). Employability refers to the ability to gain and maintain employment, both within and across

organizations (Finn, 2000). It represents the need for employees to be more proactive in career self-management, to focus on life-long learning and develop new competencies. In doing so, an individual will be more attractive, valuable and marketable to employers and consequently will be able to build a satisfying career. Thus, from the sustainability perspective, employability is very important as it represents an individual's ability to safeguard the continuity of his or her career through continuous investment in the development of competencies. Moreover, employability represents the renewal of career-related resources - one of key attributes of sustainable careers. However, even if an individual is perceived as a main actor of career, different stakeholders (organizations, policy makers) may sustain their career continuity through enhancement of individual's employability by providing various learning and development opportunities.

It is clear that various career-related resources are needed in pursuance to keep career sustainability. A career capital or „career GPS” contains various resources, competencies and metacompetencies which help an individual to navigate his or her career path successfully. Different career theories and concepts emphasize various career-related resources which can be divided into several groups: psychological (e.g., optimism, flexibility), identity and career adaptability (e.g., self-knowledge, self-concept clarity), social (e.g., networking, social support), human capital (e.g., specific work-related knowledge) and self-presentation (e.g., self-profiling) resources (Paradnikė, Endriulaitienė and Bandzevičienė, 2016). Consequently, an individual seeking to build a successful and meaningful career needs to constantly update and develop his or her career capital.

Meaning dimension. Today, with a global increase in individualism, rising employability-based psychological contract and the focus on subjective ratings of career success, career meaning has changed significantly. In the contemporary protean and boundaryless career environment, an individual is not bound to one job or career or organization anymore, and thus he or she is relatively free in building career which is congruent with his or her interest, skills, talents and values. Career success is no longer measured solely by objective success criteria, such as promotions or salary increase but also by subjective career success ratings like career satisfaction or personal growth (De Vos et al., 2016). Career meaning is like an inner voice which tells us what matters to us most, what we really want from our career. Briscoe (2006) stated that career meaning is „as a glue that helps us make sense of career being played out in boundaryless ways across roles, geographies, identities and so on“. Thus, the career meaning has become an important element of sustainable careers. Individual values form the basement for meaning in sustainable careers. Values are relatively stable characteristics which shape individual's beliefs, actions, and goals (Schwartz, 2006). As such, individuals need to be mindful about what matters to them and to follow their values when building career. When people experience their careers as meaningful, they not only feel happier but are also

more engaged, motivated and experience increased life satisfaction (Hu and Hirsh, 2017). Briscoe (2016) also argues that individuals should not overly rely upon the values of their organizations and thus to express and be aware of their own values. In line with the career construction theory (Savickas, 2013), individuals must construct, without the support of an „organizational career“, a subjective career would render meaning and direction of their vocational behaviour. Individuals change nations, organizations, jobs and professions, consequently it is the sense of meaning (values) of their careers that creates a feeling of stability and direction of their working life.

3. Conclusions

The 21 century has been marked by significant shifts in socioeconomic and technological environment which have significantly impacted our careers and the way we perceive them. Consequently, career theorists have provided new career explanations, concepts and models. Many current career theories, however, seem to have failed to address the multidimensionality of contemporary careers. In the present paper, we examined a relatively new approach to contemporary careers, that is sustainability

Sustainable careers is a fresh trend in the scientific research on careers bringing research efforts to a more comprehensive and complementary level. The systemic approach distinguishes the theory of sustainable careers from other contemporary career theories. The sustainability perspective reveals a multidimensional nature of careers and highlights the role of interconnectedness of different contexts (private life, organizational environment, broader labor market, governments, educational institutions) wherein career unfolds. The theory brings back the importance of organizational role in individual career management. The alignment between both the parties, i.e. an organization and an individual in terms of mutual benefits is needed in order to create a more resilient career system. Furthermore, the sustainability perspective provides an important insight into the time dimension in career management. The linear and age-based career has become more dynamic and fragmented. This means that an individual's career continuity can be safeguarded through life-long learning and proactive career self-management rather than counting on loyalty to the same employer.

A sustainable career continuity over time can be fostered through combined efforts of individuals themselves and all stakeholders acting in career environment. Firstly, an individual, a central career actor, has to take responsibility for his or her career and proactively engage in career self-management in order to sustain employability. Through the focus on life-long learning and development of new competencies, an individual will appear more attractive, valuable and marketable to employers and consequently, will be able to build a satisfying career. Next, policy makers can influence individuals' careers sustainability through implementation of various

programs and projects, e.g., helping to bridge the gap between education and labour market, to promote entrepreneurship, to stimulate employees to work longer, to facilitate the entrance to labour market of young individuals, etc. (De Vos et al., 2016). From the organizational perspective, sustainable careers may be fostered by implementing practices which address employees' work-home conflicts (Greenhaus and Kossek, 2014), engage employees appropriately over the life-span (Newman, 2011) and promote the physical as well as psychological health and well-being of employees creating organizational climates that increase workplace safety and reduce stress (Ehnert, 2014).

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