

Psychological Wellbeing, Decision-Making Styles and Lifelong Learning in HR Professionals of Gujarat

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ABSTRACT

The present study examines the relationship among psychological wellbeing, decision-making style, and lifelong learning tendency among HR professionals in Gujarat. Contemporary organizational environments increasingly demand emotional resilience, cognitive adaptability, and continuous professional learning from HR professionals. In this context, psychological wellbeing and decision-making processes play an important role in determining professional effectiveness and learning orientation.

The study adopted a quantitative cross-sectional research design. Data were collected from 107 HR professionals working across various organizational sectors in Gujarat through standardized psychological scales. Statistical analyses including reliability analysis, Pearson correlation, regression analysis, and mediation analysis using PROCESS Macro Model 4 were conducted using SPSS software.

The findings revealed that psychological wellbeing demonstrates a significant positive relationship with both decision-making style and lifelong learning tendency. Decision-making style also significantly predicted lifelong learning tendency among HR professionals. Further, mediation analysis confirmed that decision-making style partially mediates the relationship between psychological wellbeing and lifelong learning tendency.

The results suggest that psychologically balanced HR professionals are more likely to demonstrate adaptive decision-making behavior and stronger orientation toward continuous professional learning. The study contributes empirical evidence within the Indian organizational context and highlights the importance of promoting employee wellbeing, cognitive adaptability, and learning-oriented organizational culture for sustainable HR excellence.

Keywords: Psychological Wellbeing; Decision-Making Style; Lifelong Learning; HR professionals; Organizational Behavior

INTRODUCTION

Modern organizations are experiencing rapid transformation due to technological advancement, globalization, digitalization, workforce diversity, and changing professional expectations. Such transformations have significantly altered organizational functioning and increased the demand for employees who are psychologically resilient, cognitively adaptive, and professionally competent. Human Resource (HR) professionals occupy a particularly important position in this changing environment because they are responsible for employee engagement, talent management, organizational development, policy implementation, recruitment, workforce planning, and professional training.

In contemporary organizations, HR professionals are expected not only to perform administrative functions but also to contribute strategically toward organizational effectiveness and workforce sustainability. The profession increasingly requires emotional intelligence, analytical thinking, adaptability, interpersonal effectiveness, and continuous learning orientation. Consequently, psychological constructs such as psychological wellbeing, decision-making style, and lifelong learning tendency have gained growing importance within organizational psychology and human resource development literature.

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Psychological wellbeing represents an important indicator of healthy psychological functioning and positive professional adjustment. Ryff (1989) conceptualized psychological wellbeing as a multidimensional construct consisting of autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance. Individuals with stronger psychological wellbeing generally demonstrate better emotional regulation, greater resilience, stronger interpersonal functioning, and improved ability to manage stressful situations.

Within organizational settings, psychological wellbeing has been associated with work engagement, job satisfaction, productivity, leadership effectiveness, organizational commitment, resilience, and employee adaptability. Employees experiencing stronger psychological wellbeing are generally more motivated, emotionally stable, and capable of handling workplace challenges constructively. Previous studies have further suggested that psychological wellbeing contributes positively toward cognitive flexibility, problem-solving ability, and professional growth.

Decision-making style is another important factor influencing organizational effectiveness and employee behavior. Decision-making refers to the cognitive process through which individuals evaluate alternatives, solve problems, and select appropriate responses in professional situations. Scott and Bruce (1995) proposed that individuals differ in their dominant approaches toward decision-making, including rational, intuitive, dependent, avoidant, and spontaneous styles.

Among these styles, rational and adaptive decision-making approaches are often associated with constructive organizational functioning and effective professional performance. Rational decision-makers generally evaluate information systematically, consider long-term implications, and demonstrate analytical thinking while addressing organizational challenges. In contrast, avoidant or impulsive decision-making tendencies may negatively influence organizational effectiveness and interpersonal functioning.

The increasing complexity of organizational environments has also highlighted the importance of lifelong learning tendency among professionals. Lifelong learning refers to the continuous motivation and willingness to acquire knowledge, improve competencies, adapt to professional changes, and engage in ongoing self-development throughout life. In knowledge-driven economies, professionals are expected to continuously upgrade their skills and remain adaptable to evolving organizational demands.

Researchers have emphasized that lifelong learning contributes significantly toward employability, organizational innovation, career development, and workforce sustainability. Employees demonstrating stronger lifelong learning tendency are more likely to engage in skill development, technological adaptation, professional training, and organizational learning activities. Such individuals generally exhibit curiosity, openness to experience, and strong motivation toward personal and professional growth.

The relationship among psychological wellbeing, decision-making style, and lifelong learning tendency has become increasingly relevant within organizational psychology literature. Psychologically balanced individuals may demonstrate stronger emotional regulation and cognitive clarity, which may positively influence their decision-making behavior. Similarly, adaptive decision-making approaches may contribute toward greater openness to experience, curiosity, and willingness to engage in continuous learning.

Several empirical studies have independently examined psychological wellbeing, decision-making, and lifelong learning within professional contexts. Research has shown that psychological wellbeing positively predicts work engagement, resilience, creativity, organizational commitment, and professional effectiveness. Similarly, studies on decision-making have highlighted the importance of rational decision-making for leadership effectiveness and organizational adaptability.

Research on lifelong learning has also indicated positive relationships with employability, professional sustainability, organizational growth, and employee adaptability. However, despite the growing body of literature, limited empirical studies have integrated psychological wellbeing, decision-making style, and lifelong learning tendency within a single framework, particularly among HR professionals in India.

The Indian organizational environment is rapidly evolving due to digital transformation, globalization, technological innovation, and changing workforce expectations. HR professionals are increasingly expected to demonstrate emotional resilience, strategic thinking, adaptability, and continuous learning orientation while managing organizational and interpersonal complexities. Therefore, understanding the psychological and cognitive factors contributing toward HR excellence becomes highly relevant.

The present study attempts to address this research gap by examining the relationship among psychological wellbeing, decision-making style, and lifelong learning tendency among HR professionals in Gujarat. The study further investigates whether decision-making style mediates the relationship between psychological wellbeing and lifelong learning tendency.

LITERATURE REVIEW

Psychological Wellbeing and Adaptive Functioning

Psychological wellbeing has emerged as one of the most influential constructs in organizational psychology and positive psychology literature. Ryff (1989) conceptualized psychological wellbeing as a multidimensional framework consisting of autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance. This perspective shifted attention from merely addressing mental illness and stress management toward understanding positive human functioning, resilience, and personal growth.

Within organizational settings, psychological wellbeing contributes significantly toward emotional regulation, professional effectiveness, resilience, and interpersonal functioning. Employees with stronger psychological wellbeing are generally more capable of handling occupational stress, maintaining healthy workplace relationships, and adapting to organizational uncertainties. The construct further reflects individuals' ability to maintain balance between personal aspirations and professional responsibilities.

Previous studies have indicated that psychological wellbeing positively contributes toward employee engagement, productivity, creativity, adaptability, and organizational commitment. Psychologically healthy employees often demonstrate stronger motivation, emotional stability, and confidence while dealing with complex professional responsibilities. The construct is therefore considered highly relevant within modern organizational environments where emotional resilience and adaptability are increasingly required.

The self-determination perspective further supports the role of psychologically supportive environments in promoting autonomy, competence, and meaningful engagement among employees. HR professionals functioning within rapidly evolving organizational settings particularly require psychological resilience to effectively manage workforce diversity, strategic decision-making, organizational policy implementation, and employee relations.

Decision-Making Styles and Cognitive Adaptability

Decision-making style represents an important cognitive mechanism influencing organizational behavior and professional effectiveness. Decision-making involves identifying alternatives, evaluating available information, selecting appropriate responses, and solving professional challenges. Kahneman (2011) proposed that human decision-making operates through two systems: one that functions rapidly and intuitively, and another that operates more analytically and deliberately.

Scott and Bruce (1995) further categorized decision-making into different styles including rational, intuitive, dependent, avoidant, and spontaneous decision-making approaches. Rational decision-makers generally rely on careful evaluation and systematic analysis of information before arriving at conclusions, whereas intuitive decision-makers depend more on instinct and previous experiences.

Research literature suggests that rational and adaptive decision-making approaches are associated with stronger organizational performance, professional confidence, and strategic thinking. In contrast, avoidant or impulsive decision-making may contribute toward stress, indecisiveness, and ineffective organizational functioning.

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Psychological stability and emotional balance further influence the quality of professional decision-making. Individuals demonstrating stronger emotional regulation are generally more capable of engaging in reflective thinking, evaluating alternatives logically, and handling uncertainty effectively. Consequently, decision-making style becomes closely associated with psychological wellbeing within organizational contexts.

Lifelong Learning Tendency and Professional Growth

The concept of lifelong learning has become increasingly important in modern educational and organizational settings. Lifelong learning extends beyond formal education and refers to the continuous willingness to acquire knowledge, improve competencies, adapt to changing environments, and engage in ongoing self-development.

Kolb's (1984) experiential learning theory emphasized that learning emerges through the transformation of experiences into meaningful knowledge. Similarly, Coşkun and Demirel (2012) described lifelong learning tendency as consisting of curiosity, persistence, motivation, and openness toward new experiences. These perspectives collectively indicate that lifelong learning depends significantly on cognitive flexibility, reflective thinking, adaptability, and intrinsic motivation.

In contemporary organizations, professionals are expected to continuously upgrade their competencies due to technological transformation, globalization, and rapidly changing professional demands. HR professionals particularly require ongoing learning orientation because they function at the intersection of organizational strategy, workforce management, employee development, and organizational change.

Research literature indicates that lifelong learning contributes positively toward employability, innovation, professional sustainability, adaptability, and organizational effectiveness. Individuals with stronger lifelong learning tendency are generally more open to acquiring new competencies, adapting to technological advancements, and participating in professional development activities.

Research Gaps

Despite extensive literature on psychological wellbeing, decision-making, and lifelong learning, important research gaps remain within organizational psychology and HR literature. First, limited studies have focused specifically on HR professionals despite the increasing strategic importance of their organizational role. Second, psychological wellbeing, decision-making style, and lifelong learning tendency have often been studied independently rather than within an integrated framework.

Further, much of the existing research has been conducted in Western organizational contexts, limiting the contextual relevance of findings for Indian professional environments. Rapid industrialization, digital transformation, and organizational restructuring within India require greater understanding of the psychological and cognitive factors influencing professional adaptability.

Another important gap relates to the limited empirical evidence examining the mediating role of decision-making style in the relationship between psychological wellbeing and lifelong learning tendency. Understanding these interrelationships may provide meaningful insights into how emotional resilience contributes toward adaptive professional learning behavior.

The present study therefore attempts to address these research gaps by examining the direct and indirect relationships among psychological wellbeing, decision-making style, and lifelong learning tendency among HR professionals in Gujarat.

RESEARCH OBJECTIVES

1. To examine the reliability of the measurement scales used in the study.
2. To study the relationship between psychological wellbeing and decision-making style.
3. To examine the relationship between psychological wellbeing and lifelong learning tendency.
4. To assess whether decision-making style predicts lifelong learning tendency.
5. To investigate whether decision-making style mediates the relationship between psychological wellbeing and lifelong learning tendency.

RESEARCH HYPOTHESES

H₁: The measurement scales demonstrate acceptable reliability.

- H₂:** Psychological wellbeing is positively related to decision-making style.
H₃: Psychological wellbeing is positively related to lifelong learning tendency.
H₄: Decision-making style positively predicts lifelong learning tendency.
H₅: Decision-making style mediates the relationship between psychological wellbeing and lifelong learning tendency.

RESEARCH METHODOLOGY

Research Design

The present study adopted a quantitative, cross-sectional, explanatory research design. The quantitative approach was considered appropriate because the study aimed to statistically examine the relationship among psychological wellbeing, decision-making style, and lifelong learning tendency among HR professionals.

A cross-sectional approach was adopted as the data were collected from respondents at a single point in time. The explanatory design further assisted in understanding the predictive and mediating relationships among the variables under study.

Participants

The study consisted of 107 HR professionals from Gujarat selected using convenience sampling. Respondents included professionals working in private organizations, educational institutions, consultancy firms, manufacturing sectors, and service industries. Participants occupied various HR-related positions such as HR executives, HR managers, recruiters, talent acquisition professionals, training coordinators, and administrative HR personnel.

The sample size was considered adequate for conducting correlation, regression, and mediation analyses based on recommended statistical guidelines for behavioral and organizational research.

Participation in the study was voluntary and informed consent was obtained before data collection. The study followed ethical research practices and confidentiality of respondents was maintained throughout the research process.

Table 1. Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	46	43.0
	Female	61	57.0
Age	21–30 years	39	36.4
	31–40 years	42	39.3
	Above 40 years	26	24.3
	Less than 5 years	34	31.8
Work Experience	5–10 years	41	38.3
	Above 10 years	32	29.9
	Private	68	63.6
Organizational Sector	Educational	21	19.6
	Others	18	16.8

Instruments

The study used standardized psychological scales to assess psychological wellbeing, decision-making style, and lifelong learning tendency.

Psychological Wellbeing Scale: Psychological wellbeing was assessed using a standardized scale based on Ryff’s multidimensional model of psychological wellbeing. The scale consisted of dimensions such as autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance. Responses were measured using a Likert-type scale.

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Decision-Making Style Scale: Decision-making style was measured using the standardized decision-making style instrument developed by Scott and Bruce (1995). The scale examined individual approaches toward decision-making including rational and adaptive decision-making tendencies.

Lifelong Learning Tendency Scale: Lifelong learning tendency was assessed using a standardized scale measuring curiosity, persistence, motivation, openness toward learning, and willingness for continuous professional development.

Data Analysis

The collected data were analyzed using SPSS software. Reliability analysis was conducted to examine the internal consistency of the measurement tools. Pearson correlation analysis was used to assess the relationship among psychological wellbeing, decision-making style, and lifelong learning tendency.

Simple linear regression analysis was performed to examine the predictive effect of decision-making style on lifelong learning tendency. Further, mediation analysis was conducted using PROCESS Macro Model 4 to investigate the mediating role of decision-making style in the relationship between psychological wellbeing and lifelong learning tendency.

The level of significance for all statistical analyses was maintained at $p < .05$.

FINDINGS AND DISCUSSIONS

Reliability Analysis

Table 2. Reliability Analysis

Variable	Statistical Method	Value	Interpretation
Overall Scale Reliability	Cronbach's Alpha	0.953	Excellent Reliability

The obtained Cronbach's alpha value of 0.953 indicates excellent internal consistency of the measurement tools and confirms H₁.

Correlation Analysis

Table 3. Correlation Analysis

Variables	r	p-value	Result
Psychological Wellbeing and Decision-Making Style	.619	< .01	Significant Positive Relationship
Psychological Wellbeing and Lifelong Learning Tendency	.619	< .01	Significant Positive Relationship

The findings indicate that psychological wellbeing demonstrates significant positive relationships with both decision-making style and lifelong learning tendency among HR professionals. Psychologically balanced professionals appear more capable of making adaptive workplace decisions and engaging in continuous professional learning.

These findings support previous studies suggesting that emotional wellbeing positively contributes toward cognitive adaptability, professional confidence, and learning orientation. HR professionals demonstrating stronger psychological wellbeing may experience greater clarity of thought, emotional regulation, and motivation toward self-development.

Regression Analysis

Table 4. Regression Analysis

Variable	R	R ²	β	F	p-value
Decision-Making Style → Lifelong Learning Tendency	.690	.476	.690	95.451	< .001

The regression findings indicate that decision-making style significantly predicts lifelong learning tendency and explains 47.6% of its variance. The results suggest that HR professionals

demonstrating rational and adaptive decision-making tendencies are more likely to engage in continuous learning and professional development.

The findings further indicate that analytical thinking and constructive decision-making may contribute toward openness to experience, intellectual curiosity, and willingness to improve professional competencies.

Mediation Analysis

Table 5. Mediation Analysis

Effect	B	p-value
Total Effect	0.5731	< .001
Direct Effect	0.2699	.0013
Indirect Effect	0.3032	Significant
95% Confidence Interval	0.1819 – 0.4253	Does not include zero

The mediation analysis confirmed that decision-making style partially mediates the relationship between psychological wellbeing and lifelong learning tendency. This suggests that emotionally balanced professionals may develop stronger lifelong learning orientation partly because they demonstrate more adaptive and constructive decision-making behavior.

Theoretical Implications

The present study contributes to organizational psychology and human resource development literature by integrating psychological wellbeing, decision-making style, and lifelong learning tendency within a single empirical framework. While previous studies have frequently examined these constructs independently, the present research establishes their interconnected role in supporting professional adaptability and HR excellence.

The findings support the theoretical assumptions proposed within psychological wellbeing literature suggesting that emotionally balanced individuals demonstrate greater resilience, adaptability, and cognitive effectiveness in professional settings. The results also strengthen organizational learning perspectives emphasizing the importance of psychological and cognitive resources in promoting continuous professional development.

The mediation findings provide additional theoretical contribution by indicating that decision-making style functions as an important cognitive mechanism through which psychological wellbeing contributes toward lifelong learning tendency. This suggests that cognitive adaptability partially explains how emotional strengths are translated into professional learning behavior.

The study further contributes to the limited Indian literature examining psychological wellbeing and lifelong learning within organizational contexts. The findings may therefore provide a foundation for future studies investigating employee adaptability, cognitive flexibility, and professional growth among Indian professionals.

Practical Implications

The findings of the present study provide important practical implications for organizations, HR departments, management institutions, and organizational leaders. Organizations may strengthen employee adaptability and professional growth by introducing psychological wellbeing initiatives, counselling support systems, resilience-building programs, and employee engagement activities.

The study also highlights the importance of developing rational and constructive decision-making abilities among HR professionals through leadership development programs, workshops, mentoring systems, and organizational learning interventions. Strengthening decision-making competencies may encourage employees to participate more actively in continuous learning and professional development.

Organizations may further promote lifelong learning culture by encouraging skill development, digital learning opportunities, training programs, collaborative learning environments, and career development initiatives. Such interventions may contribute significantly toward sustainable workforce effectiveness and organizational growth.

Discussions

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The present study establishes significant relationships among psychological wellbeing, decision-making style, and lifelong learning tendency among HR professionals in Gujarat. The findings are consistent with previous studies suggesting that psychologically healthy professionals are more likely to demonstrate adaptive workplace behavior, stronger emotional regulation, and greater orientation toward professional growth.

The positive relationship between psychological wellbeing and decision-making style indicates that emotionally balanced professionals may possess greater cognitive clarity, confidence, and interpersonal effectiveness while handling workplace responsibilities. This finding is particularly important within HR professions where decision-making frequently involves employee relations, recruitment, organizational policy implementation, conflict management, and strategic planning.

Similarly, the positive relationship between psychological wellbeing and lifelong learning tendency suggests that psychologically healthy professionals are more inclined toward continuous learning and professional self-development. Such individuals may demonstrate greater curiosity, openness to experience, intrinsic motivation, and willingness to acquire new competencies.

The mediation findings further indicate that decision-making style partially explains how psychological wellbeing contributes toward lifelong learning tendency. This suggests that emotionally balanced professionals may become more effective lifelong learners partly because they demonstrate stronger analytical thinking and adaptive cognitive behavior.

The findings also reflect the increasing importance of integrating psychological support systems within organizational environments. Modern organizations require professionals who are not only technically competent but also emotionally resilient and cognitively adaptable. Therefore, promoting employee wellbeing and organizational learning culture may contribute significantly toward long-term organizational sustainability and professional excellence.

CONCLUSION

The present study contributes meaningful empirical evidence regarding the relationship among psychological wellbeing, decision-making style, and lifelong learning tendency among HR professionals in Gujarat. The findings establish that psychological wellbeing demonstrates significant positive relationships with both decision-making style and lifelong learning tendency. Further, decision-making style significantly predicts lifelong learning tendency and partially mediates the relationship between psychological wellbeing and lifelong learning tendency.

The results indicate that psychologically balanced HR professionals are more likely to engage in rational and adaptive decision-making processes and demonstrate stronger motivation toward continuous learning and professional development. Such findings emphasize the importance of emotional resilience, cognitive adaptability, and learning orientation within modern organizational environments.

The study also highlights the increasing relevance of psychological and cognitive competencies within the HR profession. As organizational environments become increasingly dynamic and uncertain, HR professionals are expected to continuously upgrade their professional competencies while effectively managing organizational and interpersonal challenges. Therefore, strengthening employee wellbeing and decision-making abilities may significantly contribute toward sustainable professional effectiveness and organizational growth.

The findings may assist organizations, HR departments, management institutions, and policymakers in developing employee wellbeing interventions, organizational learning initiatives, leadership development programs, and professional training strategies aimed at enhancing long-term workforce adaptability and professional excellence.

LIMITATIONS AND FUTURE SCOPE

The study was limited to HR professionals from Gujarat and adopted a cross-sectional research design. Therefore, causal relationships among the variables cannot be established conclusively. The use of convenience sampling may also limit the generalizability of the findings.

Future studies may consider larger and more diverse samples from different geographical regions and occupational sectors. Researchers may also adopt longitudinal research designs to

understand changes in psychological wellbeing, decision-making behavior, and lifelong learning tendency over time.

Further research may examine additional mediating and moderating variables such as resilience, emotional intelligence, organizational climate, leadership style, and work engagement to develop a broader understanding of professional adaptability and learning behavior within organizational settings.

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DECLARATION:

The authors declare that there is no conflict of interest of any kind, no financial obligations and the research is original and has not been published in any journal.