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INTERNATIONAL CONFERENCE ON ECONOMICS, BUSINESS, EDUCATION, AND FINANCE

Sustainable and Disruptive Transformation in Business, Economy, and Education in Today's Dynamic Global Era

Integrating Competency-Based HRM and Workforce Resilience

A Systematic Literature Review and Bibliometric Mapping



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BACKGROUND AND RESEARCH GAP

Why this matters now

Employees must **renew their competencies** while **sustaining effective functioning**.



GAP: A LITERATURE FRAGMENTED IN FIVE RESPECTS



THIS STUDY

Bibliometric breadth + full-text synthesis → an evidence-graded developmental synthesis, not a claim of causal effect.

Link to theme: sustainable transformation needs workforces that renew competencies and stay resilient.

KEY CONSTRUCTS

Three constructs, *clear boundaries*



Competency-based HRM

An architecture that aligns competency identification, development and deployment with organizational requirements.

≠ isolated competency training

Capaldo et al. (2006)

Workforce resilience

The capacity of employees to adapt, cope, recover and keep functioning effectively.

≠ organizational resilience

Bardoel et al. (2014); Näswall et al. (2019)

Adaptability / adaptive performance

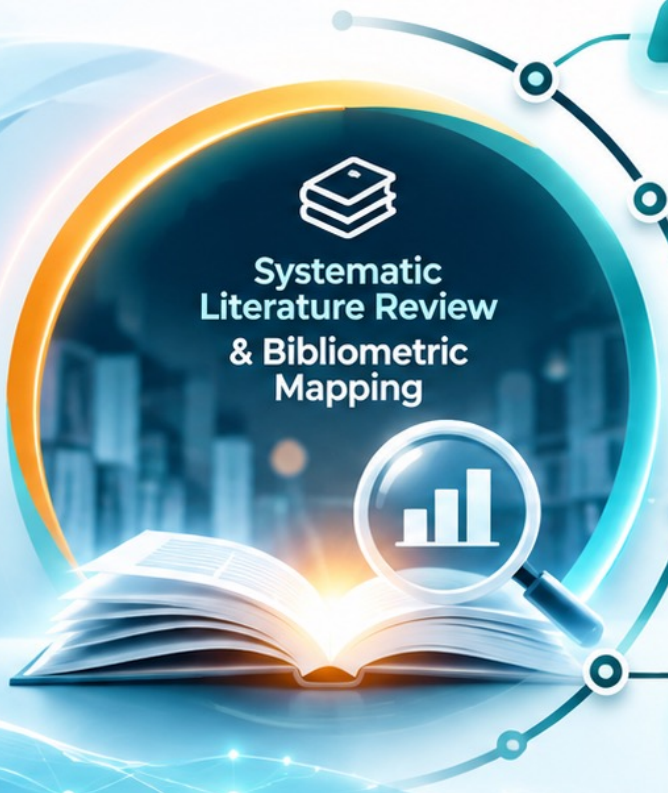
Responses to changing demands — treated here as a bridge construct.

≠ workforce resilience

Jundt et al. (2015)

RESEARCH QUESTIONS

Five questions *guide the review*



RQ1 How are CBHRM and workforce resilience **conceptualized and operationalized?**

RQ2 Which competency-oriented HR processes relate to **adaptive capacity and resilience?**

RQ3 Which **mechanisms** connect competency development with these outcomes?

RQ4 Which individual, organizational and environmental **conditions** shape the relationships?

RQ5 How can the **evidence** be **integrated into** a **CBHRM–workforce resilience framework?**

METHODOLOGY · PRISMA 2020

Integrated *SLR and bibliometric design*

DATABASE
Scopus, searched 24 Sep 2026

SCOPE
English journal articles, no year limit

SCREENING
2 independent reviewers, adapted PICO

MAPPING
VOSviewer 1.6.20, all keywords, min. 2

92
Scopus records identified

−39 removed: database restrictions

53
Screened · bibliometric corpus

−32 excluded at title/abstract

21
Full texts sought

−2 reports not retrieved

19
Assessed for eligibility

−1 excluded at eligibility

18
Studies in systematic synthesis



FINDINGS · RQ1 · BIBLIOMETRIC LANDSCAPE (53 ARTICLES)

A recent, multidisciplinary *field*

84.9%
published in 2023–2026 (45 of 53)

24.7%
Business, Management & Accounting

22.5%
Social Sciences

US 5
China, India, Indonesia, Sweden: 4 each



THEMES LINKED IN KEYWORD MAPS

- education
- workforce
- learning
- **resilience**
- digital transformation
- adaptive performance
- professional competence

Exact **"CBHRM"** and **"workforce resilience"** labels were **not dominant.**

Co-occurrence = thematic proximity, not causal links or mechanisms.

FINDINGS · RQ1–RQ2 · THE 18 INCLUDED STUDIES

What the 18 studies *show*

4 Direct competency–resilience evidence

13 Bridge evidence: adaptability, preparedness, adaptive performance

1 Contextual / boundary evidence

RQ2 FIVE COMPETENCY-ORIENTED PRACTICE CLUSTERS



Studies measured **specific competencies** (managerial, professional, technical, digital, future-fit) and practices — but rarely the effect of an **integrated CBHRM system** on resilience.

FINDINGS · RQ3–RQ4

Mechanisms and conditions

RQ3 FOUR RECURRING MECHANISM FAMILIES

Learning and renewal
Upskilling, unlearning, competency recombination

Cognitive and motivational
Confidence, coping appraisal, problem solving

Relational and coordination
Mentoring, communication, organizational support

Preparedness and adaptation
Readiness to act under changing demands

Mechanism Families (RQ3)

Related, not causal chains

RQ4 CONDITIONS AT THREE LEVELS

Individual
Experience, career stage, learning orientation, confidence, coping

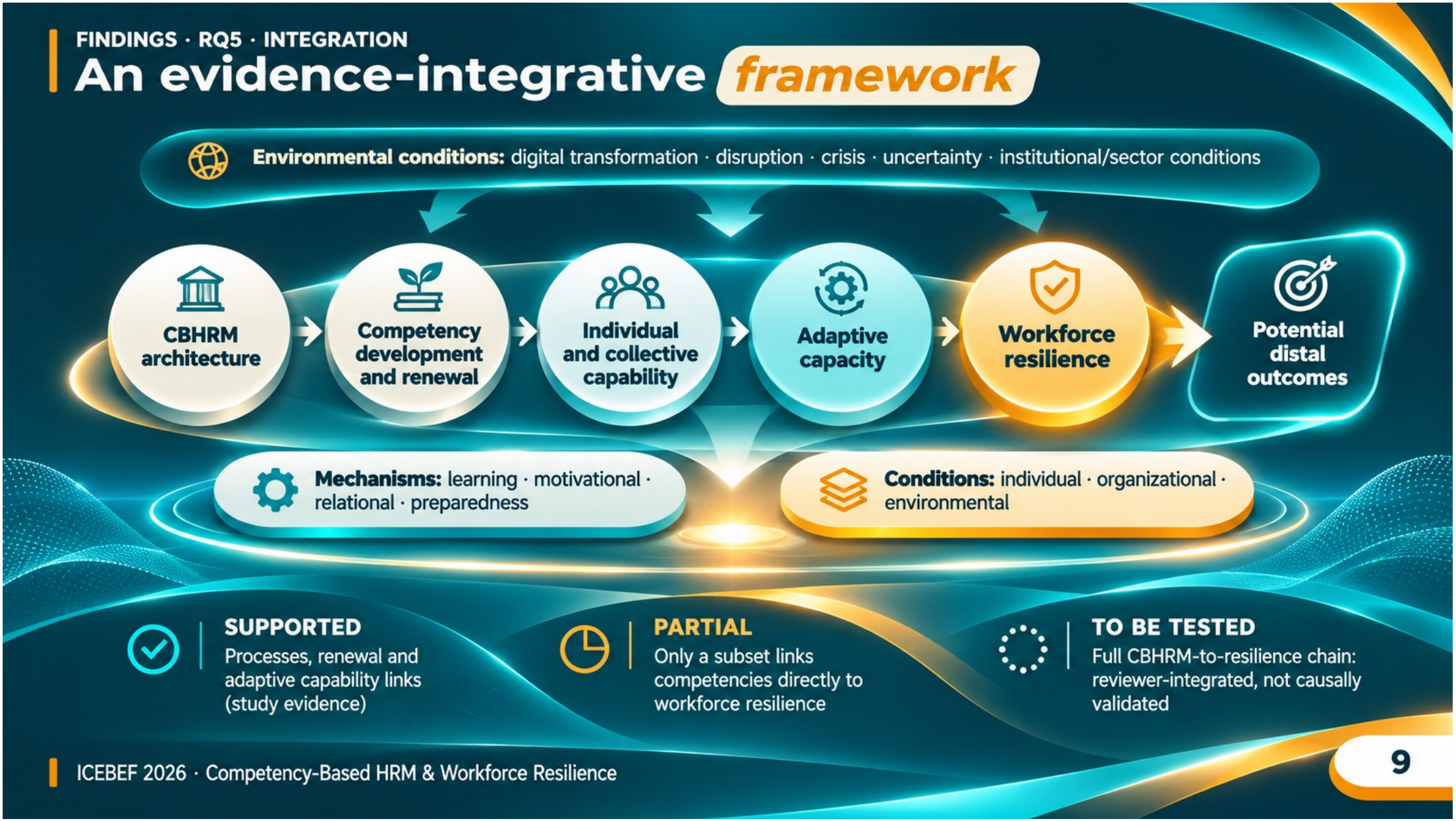
Organizational
Leadership, support, psychological safety, staffing, learning infrastructure

Environmental
Digital transitions, crises, labor-market and sectoral requirements

No study tested the full CBHRM → resilience chain as one causal sequence. Conditions are **contextual influences**, **not tested moderators.**

FINDINGS · RQ5 · INTEGRATION

An evidence-integrative framework



IMPLICATIONS AND LIMITATIONS

What this means, and what comes next

Theoretical

- Separates workforce resilience from adaptive bridge constructs
- Offers an evidence-graded developmental sequence
- Distinguishes associations, study evidence and propositions

Practical

- Prioritize diagnosis, learning, mentoring and upskilling
- Build enabling conditions: leadership, support, psychological safety
- Evaluate adaptability and resilience separately

Implications drawn from the review's findings

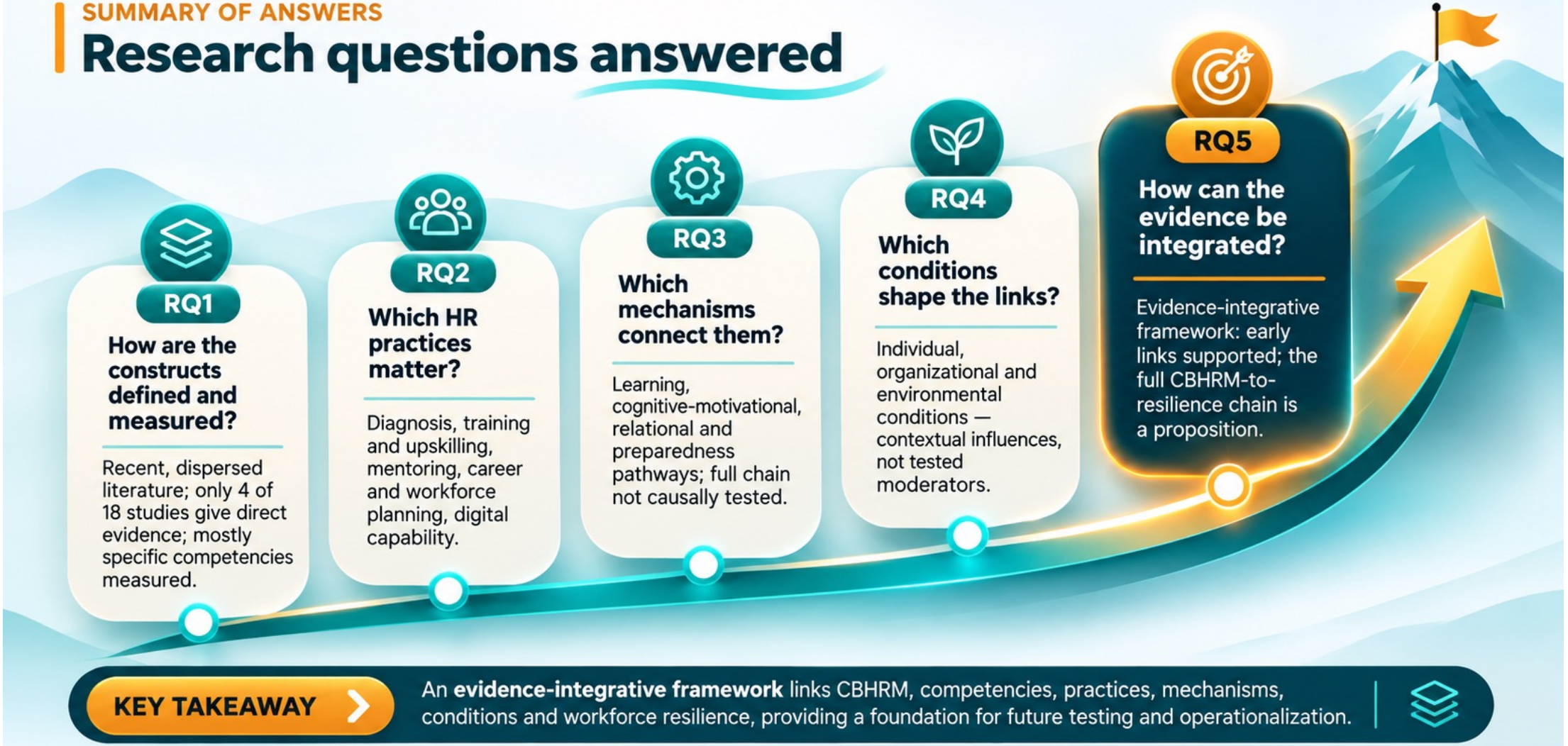
Limits and next steps

- Scopus only; English articles; 2 reports unretrieved; heterogeneous designs
- Next: operationalize full CBHRM systems
- Test adaptation and resilience separately, with longitudinal or multiilevel designs

LINK TO THEME A lever for **keeping disruptive transformation sustainable** for the workforce

SUMMARY OF ANSWERS

Research questions answered



RQ1

How are the constructs defined and measured?

Recent, dispersed literature; only 4 of 18 studies give direct evidence; mostly specific competencies measured.

RQ2

Which HR practices matter?

Diagnosis, training and upskilling, mentoring, career and workforce planning, digital capability.

RQ3

Which mechanisms connect them?

Learning, cognitive-motivational, relational and preparedness pathways; full chain not causally tested.

RQ4

Which conditions shape the links?

Individual, organizational and environmental conditions — contextual influences, not tested moderators.

RQ5

How can the evidence be integrated?

Evidence-integrative framework: early links supported; the full CBHRM-to-resilience chain is a proposition.

KEY TAKEAWAY

An **evidence-integrative framework** links CBHRM, competencies, practices, mechanisms, conditions and workforce resilience, providing a foundation for future testing and operationalization.

CONCLUSION

Four key takeaways

1. The CBHRM–workforce resilience literature is **recent but fragmented.**

2. Evidence supports **specific competency processes** more than complete CBHRM systems.

3. Learning, motivational, relational and preparedness **mechanisms** recur — shaped by multilevel conditions.

4. The framework is a **plausible developmental sequence** for testing — not a validated causal model.

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Thank you

Questions and discussion are welcome

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