

## RINGKASAN

Penelitian ini mengkaji dampak lingkungan kerja yang dinamis akibat kemajuan zaman, restrukturisasi pekerjaan, dan perubahan global, terutama disebabkan oleh pandemi COVID-19. Di Indonesia, pembatasan sosial mendorong perusahaan untuk mempertimbangkan strategi baru, sementara karyawan perlu mengembangkan karir secara mandiri. Penelitian terdahulu menyoroti faktor kesuksesan karir dari perspektif *human capital*, *social capital*, dan motivasi. Faktor-faktor ini terhubung dalam kerangka sumber daya karir yang mencakup *human capital*, *social capital*, *psychology resources*, dan *career identity resources*. Meskipun penelitian telah mengidentifikasi faktor-faktor tersebut, ada tantangan dalam memahami interaksi kompleks di antara mereka. *Career construction theory* dan *conservation of resources theory* menjadi dasar untuk memahami pengembangan dan penyesuaian karir dalam situasi pandemi. Penelitian ini menyoroti pada permasalahan jenjang karir terhenti, perubahan teknologi, kurangnya kesempatan pengembangan diri, dan pemahaman yang kurang tentang konsekuensi peluang promosi.

Penelitian ini merupakan pengendalian survei, Populasi dalam penelitian ini adalah karyawan yang bekerja di industry konstruksi. Jumlah total responden pada penelitian ini adalah 101 responden. Alat analisis pada penelitian ini menggunakan pendekatan *Partial Least Square (PLS)* dengan bantuan menggunakan perangkat lunak *SmartPLS*.

Berdasarkan hasil temuan penelitian: (1) Human capital career resources berpengaruh signifikan pada subjective career success, (2) Environmental career resources tidak berpengaruh pada subjective career success, (3) Motivational career resources berpengaruh signifikan pada subjective career success, (4) Career management behavior tidak berpengaruh pada subjective career success, (5) Career adaptability berpengaruh signifikan pada subjective career success.

Keterbatasan dan rekomendasi penelitian ini subjektif kesuksesan karir sulit diukur secara objektif karena melibatkan persepsi individu yang beragam. Penelitian retrospektif mengandalkan ingatan dan bisa menghasilkan bias. Sampel terbatas dan pengaruh eksternal kompleks seperti ekonomi memengaruhi kesuksesan karir. Integrasi data objektif dan subjektif dianjurkan. Penelitian longitudinal membantu pemahaman seiring waktu. Kelompok pembanding bisa mengklarifikasi dampak career resources. Pendekatan kualitatif bisa menggali pengaruh career resources secara mendalam. Lingkungan kerja dan dukungan organisasi perlu dipertimbangkan.

Kata kunci: *career resources*, *career success*, *subjective career success*, *career adaptability*

## SUMMARY

*This study examines the impact of a dynamic work environment due to the progress of the Times, job restructuring, and global changes, especially due to the COVID-19 pandemic. In Indonesia, social restrictions encourage companies to consider new strategies, while employees need to develop careers independently. Previous research has highlighted career success factors from the perspective of human capital, social capital, and motivation. These factors are connected within the framework of Career Resources that include human capital, social capital, psychology resources, and career identity resources. Although research has identified such factors, there are challenges in understanding the complex interactions between them. Career construction theory and conservation of resources theory are the basis for understanding career development and adjustment in a pandemic situation. This study highlights the problems of stalled career paths, technological change, lack of self-development opportunities, and lack of understanding of the consequences of promotion opportunities.*

*This study is a control survey, the population in this study are employees who work in the construction industry. The total number of respondents in this study was 101 respondents. Analysis tools in this study use Partial Least Square (PLS) approach with the help of using SmartPLS software.*

*Based on the research findings: (1) Human capital career resources have a significant effect on subjective career success, (2) Environmental career resources have no effect on subjective career success, (3) Motivational career resources have a significant effect on subjective career success, (4) Career management behavior has no effect on subjective career success, (5) Career adaptability has a significant effect on subjective career success.*

*Limitations and recommendations of this study subjective career success is difficult to measure objectively because it involves diverse individual perceptions. Retrospective studies rely on memory and can produce biases. Limited samples and complex external influences such as economics influence career success. The integration of objective and subjective data is organized. Longitudinal research helps understanding over time. Comparison groups can clarify the impact of career resources. Qualitative approach can explore the influence of career resources in depth. The work environment and organizational support need to be considered.*

*Keywords: career resources, career success, subjective career success, career adaptability*