

## Adaptive Talent Management: Cross-Industry Study of Upskilling Programmes and Motivating the Workforce

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### Abstract

This paper offers a comprehensive framework for Adaptive Talent Management (ATM) that integrates Human Capital Theory (HCT), Self-Determination Theory (SDT), and the Job Demands-Resources (JD-R) Model to address the evolving requirements of workforce development in dynamic corporate environments. The paper does not provide empirical data; instead, it theorises how ATM may foster innovation, enhance employee engagement, and ensure long-term organisational resilience by integrating theoretical perspectives with prior investigations. The framework stresses the need to build worker flexibility via upskilling and reskilling. This not only improves technical skills but also meets psychological needs for relatedness, autonomy, and competence. The model shows how ATM approaches may lead to more discretionary effort, better retention, and better long-term performance by linking these learning processes to motivational dynamics and resource optimisation. The research emphasises the need to cultivate a resilient learning culture and organise adaptable HR practices, which can respond evolving market demands, technology disruptions, and shifting employee expectations. It provides theoretical contributions to HRD by showing how different theories might be used to manage talent and offering ways for future study to evaluate these ideas. The paper proves how organizations can more effectively align human capital strategies with long-term development, agility, and value creation driven by innovation. The paper concludes with ATM as a model for the future of workforce development, one that encourages resilience, involvement, and being ready for the future.

**Keywords:** *Adaptive Talent Management, Upskilling Initiatives, Employee Engagement, Job Demands–Resources Model, Workforce Development, Predictive Skill Gap Analysis, Employee Motivation*

### Introduction

The contemporary workforce is evolving in ways that have never been seen before because of fast technological development, increasing globalisation, uncertain market circumstances, and shifting demographic trends. As these developments have changed the very nature of work and careers, companies must rethink how better they can manage their employees. This is because many of their strategies are based on rigid, long-term plans for the workforce. Disruption, innovation, and change are the new normal, making static systems that used to put stability and predictability first, became useless. Companies are now employing adaptive talent management (ATM) strategies to stay up with this changing world. These strategies are meant to make

employees more engaged, adaptable, and long-lasting, as well as to make sure that their skills fit the changing demands of the business.

Despite the growing recognition of ATM as a vital organisational strategy, there has been an insufficient development of comprehensive conceptual frameworks and theories in human resource development (HRD) concerning how adaptive approaches integrate essential aspects such as upskilling initiatives, employee engagement, and overall organisational outcomes. Most of the prior researches either talks about specific methods in the field or focuses on the benefits of learning and development interventions on their own ([Oluwajinmi & Adekomaya, 2023](#)). While these contributions are valuable, they do not provide a comprehensive theoretical framework that elucidates the advantages of ATM for companies and their personnel. This gap makes it tougher for academics and professionals to work together in a way that is based on evidence when they are creating, putting into action, and evaluating adaptive techniques.

To address this gap, this paper develops a conceptual model of ATM that integrates and elaborates on concepts from three established theoretical frameworks. First, Human Capital Theory says that firms should spend in their employees' training since it will make them more competitive. Self-Determination Theory says that meeting psychological needs, giving people freedom, and giving them intrinsic motivation are the three most critical things for getting employees to adapt and be resilient as things change. The third model is the Job Demands-Resources (JD-R) Model. It shows how important resources like training programmes are for making work less stressful, reducing the risk of burnout, and making workers healthier and more productive ([Deming, 2022](#)). This research amalgamates many perspectives into a cohesive theoretical framework to elucidate the contributions of adaptive talent management to HRD theory, direct next empirical investigations, and provide practical implications for application.

This paper tackles important problems that organisations face in the knowledge-driven and digital economy while also helping to advance theory. ATM provides a strategic framework for fostering innovation, sustaining competitive advantage, and cultivating resilience as businesses navigate the complexities of AI, remote work, diverse workforce expectations, and automation. The proposed model positions HRD as a crucial discipline for the future of employment by integrating academic frameworks with managerial practices.

Adaptive Talent Management can be considered as not just a management trend but the major focus of Human Resource Development. The positioning of ATM in the framework shows that it helps to improve the learning of the workforce, organizational performance and systemic adaptability. The theme of integrating learning and performance is continually strong in HRD research, and ATM is a direct continuation of this discussion providing its own strategies on how to reskill and reengage employees in turbulent times. This relationship explains that this contribution is not generic to organizational studies but clearly proceeds the HRD theory and practice.

## **Literature Review**

### **Human Capital Theory**

Human Capital Theory is one of the most well-known and longest-lasting ways to look at the economic and organisational advantages of workforce development. Employees are not merely cogs in the wheel; they are considered as treasures of information, skills, and knowledge that might

help the firm grow even more. Putting time and effort into research, training, and professional development courses may help these skills become better and grow. Adaptive Talent Management (ATM) sees programmes for upskilling and reskilling as important investments in human capital that improve an organization's performance, resilience, and ability to innovate, not as side projects.

The initiative-taking and future-oriented part of skill development is the conceptual link between human capital and flexible workforce strategies. ATM aims to expect the skills needed in the future, rather than merely reacting to labour shortages or technological issues after they arise. To do this, they use technologies like dynamic workforce planning models, labour market intelligence, and predictive analytics. This move is a theoretical development of Human Capital Theory by redefining lifelong education as a foundation for organisational agility and strategic responsiveness, as well to improve productivity. Companies may better manage changes in their industries, adopt modern technologies, and stay ahead of the competition in fast-moving, global markets if they invest in their employees ([ElSayary, 2023](#)).

Human Capital Theory shows how both companies and workers may profit from each other. When workers believe their company values their personal and professional growth, they are more likely to go above and beyond, be loyal, and work more diligently when asked. These findings not only make it easier for management and workers to talk to each other, but they also cut down on employee turnover and make the organisation safer. This fits well with HRD's purpose of creating places where companies can learn from their people and where both individual and business development may happen.

### **The Self-Determination Theory**

Self-Determination Theory (SDT) presents a distinct viewpoint by focusing on the psychological mechanisms that drive, involve, and keep employee performance, as opposed to Human Capital Theory, which emphasises the strategic and economic significance of skill enhancement. SDT posits that the satisfaction of three fundamental psychological needs, autonomy, competence, and relatedness, eases best engagement and intrinsic motivation. By meeting these needs, we can illustrate that adaptive talent management is about more than simply improving skills; it's also about fostering intrinsic motivation on a more personal, relational level, which is key to getting employees to take part.

When workers learn new skills, get more experience, and see actual progress in their careers, upskilling activities within the ATM framework are a wonderful way to meet the need for competence. When employees become very skilled at their jobs, it helps them feel better about themselves and makes them think they are more marketable in today's competitive job market. When employees are given the ability to choose, customise, or co-design their own growth paths, they are encouraged to connect their professional goals with their personal goals and interests ([Morozevich et al., 2022](#)). This helps people be independent, which is another crucial part of SDT. Mentorship programmes, team-based projects, collaborative learning spaces, and peer-to-peer learning platforms all serve to enhance relatedness by encouraging social connection, trust, and support among coworkers.

Adding SDT to the conceptual model makes it clearer that ATM is more than simply an economic or technical exercise; it's also a motivational strategy that strengthens the psychological link between the employer and employee. SDT's theoretical results suggest that talent development programmes must address the deeper motivational drivers that sustain engagement, resilience, and

long-term commitment, rather than only imparting new skills. This perspective expands the scope of HRD by emphasising the need to develop treatments that are both psychologically impactful and motivating for employees, while being effective in cultivating human capital.

### **Job Demands–Resources Model**

Job Demands–Resources (JD-R) Model suggest that the adverse effects of escalating work demands may be alleviated by the implementation of professional development and upskilling as, critical job resources. According to the JD-R model, workplace pressures including heavy workloads, unclear job roles, and complicated technology may lead to burnout, disengagement, and worse performance. On the other side, employees are more likely to be engaged, healthy, and mentally strong when they have adequate resources, including skills, social support, freedom, or possibilities to improve.

This theoretical framework is very applicable to ATM practices, since they provide employees with the knowledge, skills, and competencies essential for managing the increasing demands of contemporary work environments. Organised training programmes that educate workers how to use digital technology, analyse massive datasets, and work successfully in virtual and cross-functional teams increase their job performance and lessen the stress and uncertainty that comes with skill obsolescence ([Furxhi, 2021](#)). ATM makes individuals feel that they can manage current and future issues by directly lowering stress, enhancing confidence, and giving them a sense of being ready for constant change.

The JD-R Model's inclusion in ATM underscores the importance of workforce development as a strategy to enhance both performance and well-being. It stresses the two important goals of ATM efforts: to protect workers from burnout and disengagement while also boosting the outcomes of the organisation. This admission is in line with the main aims of human resource development, which include but are not limited to creating workplaces that are sustainable, supportive, and focused on progress.

### **Integrative Theoretical Perspective**

The Job Demands-Resources Model, Self-Determination Theory, and Human Capital Theory are three theories that together provide a strong and multi-faceted framework for how ATM is understood in HRD research. Every theory talks about workforce development in its own manner, yet they are all related. The notion of human capital stresses the need of investing in talents for both economic and strategic reasons. It finds human capital as a critical element in enhancing organisational agility and productivity. Self-Determination Theory explains the motivational mechanisms, which connect engagement with development opportunities ([Mazzetti et al., 2023](#)). It shows how innate psychological requirements drive long-term commitment and resilience. On the other hand, the JD-R Model sees professional growth and learning new skills as "job resources" that reduce stress, lower expectations, and boost performance and well-being.

The amalgamation of economic, psychological, and organisational repercussions into a cohesive framework eases a more comprehensive understanding of ATM from this integrative perspective ([Murray & Holmes, 2021](#); [Kirovska et al., 2020](#)). The theoretical model illustrates that the integration of many perspectives enhances organisational responsiveness and competitiveness, while concurrently fostering employee engagement, excitement, and well-being. This kind of

integration shows how HRD has two goals: to improve the performance of the company and to help people grow and feel fulfilled.

From a practical perspective, the integrated theoretical framework provides the foundation for the advancement of next research and methodologies. Scholars may examine the empirical pathways, linking ATM practices to outcomes at many levels (individual, team and organisational), enabling professionals to formulate more complete and enduring talent management strategies. This synthesis shows that ATM is more than just an idea; it's a multi-faceted approach that helps businesses become strong, flexible, and ready for the future by integrating investments in people, motivating factors, and work resources.

The currently accessible literature on HRD offers empirical data, which reflects the importance of adaptive practices to both workforce learning and organizational resilience. As an example, Morozevich showed that personalised learning journeys enhance employee competence and Sethi also stated that upskilling programs in healthcare are essential in employee retention and professional growth ([Morozevich et al., 2022](#); [Sethi et al., 2023](#)). These works demonstrate the fact that, already adaptive practices are inherent to HRD settings and can be used as empirical evidence of ATM as a theoretical framework. Combining such empirical observations, the framework balances the gap between theory and practice and it is understandable why it is valuable in HRD research and practice.

## **Conceptual Framework**

### **Purpose of the Model**

This paper's conceptual framework advances Human Resource Development (HRD) theory by integrating and modelling Adaptive Talent Management (ATM) via the amalgamation of Human Capital Theory, Self-Determination Theory (SDT), and the Job Demands-Resources (JD-R) Model. This paradigm seeks to elucidate the efficient utilisation of VUCA settings to enhance organisational agility, promote employee engagement, and maintain HRD results via efforts focused on upskilling and reskilling. Traditional workforce planning models emphasise predictability and stability; however, this approach recognises the need for continual adaptation and responsiveness ([Maley et al., 2024](#); [Bhat et al., 2025](#)). It sees development and learning as ongoing processes that affect both individual routes and collective skills, not as separate events. This model gives HRD academics and practitioners a structured way to understand how adaptive strategies may provide individuals, organisations, and wider labour ecosystems long-lasting benefits by combining theoretical ideas with a practical framework.

### **Components of the Model**

The three key pieces of the recommended model—inputs, mediators, and outcomes—help to make clear how ATM influences HRD in both personal and professional dimensions. The framework effectively delineates the dynamic processes via which development initiatives are converted into meaningful results by distinguishing between these stages.

### **Inputs: Core Drivers of ATM**

Three important inputs are needed to start flexible workforce strategies and ATM. Businesses can start by putting in place "upskilling and reskilling initiatives" to make sure that their workers' skills are continually being updated and expanded to match the changing

technological and strategic needs of the firm. People are thinking about a lot of different initiatives, such as classroom teaching, online resources, and even more firsthand experiences like internships and projects ([Kvirchishvili, 2023](#); [RUÍZ-VALDÉS et al., 2023](#)). Also, it's important to create a "learning culture" since it reflects the organization's values and beliefs. This should make sharing knowledge, professional growth, and flexibility needed instead of optional. A strong learning culture encourages people to try new things, sees failure as a chance to learn, and emphasises the need to work together to acquire skills. Thirdly, talent plans should be open to everyone, initiative-taking, and able to change; this may be done via adaptive HR practices. This includes things like using workforce analytics to predict skill gaps, customising training programmes to meet the needs of each worker and making sure that educational courses fit with the company's overall goals. Combining these inputs may help create a workforce that is future-ready and intrinsically motivated and can manage problems with creativity and resilience.

### **Mediators: Psychological and Organizational Mechanisms**

Significant psychological and organisational processes affect the non-linear relationship between ATM inputs and engagement outcomes. According to SDT, employees' intrinsic motivation is increased when they are allowed autonomy to pick their own learning paths, competence to gain new skills, and relatedness to work with others and be mentored. These experiences make learning attempts personally meaningful, so people keep doing them over time. Employees see opportunities for skill enhancement as indicators of their employer's commitment to their professional growth and future success, therefore making perceived career progression a significant mediator ([Sethi et al., 2023](#); [Oladele & Abosede, 2025](#)). When employees feel this way, they are more loyal, work more when they want to, and are more devoted to the company. The JD-R Model says that developmental programmes make workers' psychological resources better by giving them the confidence, skills, and strength to deal with more stress at work. Giving employees these tools help ATM minimise the number of people who quit their jobs and makes it easier for them to do well in tough, challenging jobs.

### **Outcomes: HRD Contributions**

ATM helps HRD overall, not only in the near term, by giving them more knowledge or technological skills. ATM helps workers become more involved on a personal level, which is shown by stronger mental and emotional attachments to their work and the company's goals. When workers aren't totally involved, their productivity, creativity, and morale all go down. When employees perceive clear opportunities for growth and advancement, there is less turnover and greater preservation of institutional knowledge. This is why ATM also helps to improve retention ([Fared & Darmawan, 2021](#)). ATM increases innovation ability in organisations because it gives people more experiences and points of view, which helps them think creatively and deal with difficulties head-on. ATM helps businesses become more sustainable by making sure that human capital development is always in line with strategic aims. This prepares organisations to deal with changes in technology, the market, and the demographics of the workforce.

### **Theoretical Integration**

This conceptual paradigm integrates economic, psychological, and organisational views to further HRD research in a complete and multifaceted way. Human Capital Theory illustrates the economic reasons for investing in skills development. It proves how better employee skills lead to a higher return on investment and long-term competitiveness for the company. Self-Determination

Theory elucidates the motivational pathways that foster deeper commitment and discretionary effort, thereby enhancing the understanding of how learning and development ease ongoing engagement ([Pandey & Vishwakarma, 2024](#)). To complete these perspectives, the JD-R Model emphasises the buffering and protective role of developmental resources, which sustain performance and well-being even under heavy demand.

These three angles of view work well together to help us understand ATM. The model illustrates that learning is integrated with broader systems of motivation, performance, and resilience, rather than being seen as a standalone activity. This integration enables HRD experts to elucidate the significance of ATM and its effects on several analytical dimensions, including individual psychological experiences, organisational culture and practices, and industrial competitiveness. So, the framework expands HRD theory and highlights new areas for real-world use and research.

The innovation of this model is that, it is HRD-based and combines the economic, motivational and resource-based theories. This framework places Adaptive Talent Management right in the middle of HRD discussions on the maintenance of learning, progress of performance and institutional change, unlike the traditional approach that isolates financial or psychological implementation. All the constructs, which are the inputs, mediators and outputs, can be operationalized in the context of HRD practice and offer quantifiable pathways to assess the transfer of employee learning, engagement, and innovation. This enhances the conceptual comprehension and actual practicality of ATM in HRD research.

### **Future Testing and Refinement**

Empirical validation is crucial to substantiate the assertions, evaluate the explanatory ability, and refine the structure of the conceptual framework presented in this research. It would be interesting to examine the association between contextual changes and the relative significance of inputs, mediators, and outcomes, alongside the implementation of ATM strategies across diverse firms, industries, and organisational sizes ([Fared & Darmawan, 2021](#); [Kashemsanta & Plangsorn, 2024](#)). Industries such as healthcare and information technology, undergoing rapid technological transformation, may prioritise reskilling and flexibility differently compared to more stable sectors. To get deeper insights into the applicability or cultural impact of motivational mediators like as relatedness and autonomy, researchers might examine the functioning of ATM in various cultural settings.

To assess the long-term effects of ATM on engagement, retention, and innovation, longitudinal research designs would be best. Investigations in this domain might decide if adaptive strategies really promote enduring resilience or whether their advantages diminish in the absence of continued reinforcement. Quantitative research may examine specific mediational pathways, such as the relationship between perceived career advancement and reskilling initiatives on employee retention or evaluate the influence of organisational culture on the effects of ATM practices. Qualitative approaches such as case studies and interviews might help us understand how workers genuinely use adaptive learning systems.

The model will be enhanced and evaluated in the future, contributing to HRD theory and offering managers, legislators, and practitioners' pragmatic guidance for developing evidence-based ATM programmes. Positioning ATM as a vital pillar in the evolving landscape of HRD, the

model unites conceptual clarity with empirical rigour, providing it the power to affect both academic discourse and real-world organisational practices.

## **Implications for HRD**

### **Theoretical Implications**

Three major ideas that form the basis of HRD are Human Capital Theory, Self-Determination Theory, and the Job Demands-Resources (JD-R) Model. This research synthesises various ideas into a cohesive conceptual framework of Adaptive Talent Management (ATM), being a substantial advancement in HRD theory. Historically, human resource development (HRD) research has regarded workforce development, employee engagement (EE), and organisational adaptability (ORG) as distinct ideas examined in isolation ([Bari et al., 2025](#)). Motivational psychology research has concentrated on the factors that drive individuals to engage, while studies rooted in Human Capital Theory have mostly examined the financial returns of expenditures in education. Additionally, JD-R studies have largely focused on stress management and general wellness. To illustrate how upskilling and reskilling programmes cultivate human capital, foster intrinsic motivation, and serve as a buffer against work-related stress, the proposed model synthesises these domains into a cohesive framework.

The framework enhances HRD theory by delivering a more precise representation of the contemporary workforce via the explicit delineation of these interdependencies. It sees talent management as an ongoing process that is both flexible and dynamic, rather than a fixed job. Its goal is to align individual success with the long-term health of the company in VUCA circumstances ([Fuchs, 2024](#); [Saba et al., 2025](#)). The model also shows that HRD is an economic driver and a people-centered field. It shows how investing money on people can help them be more creative, flexible, and sustainable in the long term. By doing this, it sets the stage for future HRD models to build on, with a focus on adaptability, sustainability and employee well-being as separate but connected goals.

### **Practical Implications**

The recommended model provides HRD specialists, managers, and corporate executives with a roadmap for setting up and implementing adaptive talent management strategies that will make the organisation more agile and keep employees more engaged at the same time. The need for "personalised learning routes" is stressed. These allow workers' aims, career ambitions and internal drives to stay in line with the company's changing needs. The alignment enhances the relationship between the employer and the employee and creates a win-win scenario for both the employee and the business.

Self-Determination Theory says that people are motivated by three things: autonomy, competence, and relatedness. Because of this, development programmes should involve more than simply technical training. They should also include mentorship, coaching, working together to solve problems, and opportunities to come up with innovative ideas ([Bhat et al., 2025](#)). By meeting workers' fundamental psychological requirements, courses like these not only improve their skills but also make them more loyal to the firm. The model also shows how crucial organisational culture is for making learning a core value of the organisation. When employees realise that their professional growth is a key priority at a company with a strong learning culture, they become loyal, trust each other, and work towards a shared aim.

The framework makes it clear to practitioners that ATM is more than simply offering training modules; it's about building an "adaptive ecosystem" where career growth, organisational strategy, and ongoing learning all rely on each other. Companies may build a workforce that is resilient, future-ready, and able to deal with changes in technology, market instability, and innovative ideas by paying for reskilling, upskilling, and flexible HR policies ([Luthia, 2022](#)). So, the model gives organisations good advice on how to make HRD more than just a support function and into a "strategic partner in achieving long-term competitiveness and sustainability."

Adaptive Talent Management has a high practical value to HRD practitioners. The applicability of adaptive approaches is already proven by case examples in a variety of industries. Structured reskilling interventions of nurses has been proven in the healthcare industry to reduce turnover and enhance the quality of patient care. Adaptive learning platforms have been used to increase digital competence and employee continuing engagement in highly active technology companies. The cases present the way in which HRD professionals may use ATM to shape development pathways in organizations that would fulfill both the demands of the organization and personal ambitions. Explicitly connecting ATM with workforce planning, leadership development and organizational learning, HRD professionals will have a roadmap on enhancing either short-term flexibility or long-term resilience.

### **Future Research Directions**

The proposed model of Adaptive Talent Management requires empirical validation to enable testing, refinement, and expansion, while offering a robust conceptual base. Future research might go down fascinating paths. Longitudinal research would be the best way to find out how ATM practices affect things like engagement, innovation, and retention over time ([Pedota et al., 2023](#)). This kind of study might show if adaptive approaches have lasting positive impacts or whether they need to be constantly reinforced to work.

Second, research that focuses on a specific sector could look at how regulatory frameworks, technological advances, competitive dynamics, and worker demographics affect the growth and success of ATM strategies. Regulatory requirements may compel healthcare enterprises to prioritise reskilling and ongoing professional certification, while digital literacy and innovation ability may become paramount for technology firms. These differences amongst industries may help us understand why ATM frameworks need to be changed for various situations.

Finally, comparative studies might look at the differences between firms who utilise ATM as their primary way to teach their personnel and those that remain with older, less flexible techniques. Studies comparing adaptive and conventional approaches may prove that adaptive methods outperform in performance, engagement, and retention, so offering compelling evidence that ATM is the superior choice. Additionally, cross-cultural research may find if relatedness, autonomy, and competence function as motivational mediators uniformly across cultures or whether they manifest differently according to cultural norms and values.

Employing mixed-method methodologies, including quantitative surveys, predictive analytics, and qualitative case studies, enhances our understanding of the intricacies of ATM running in real-world contexts. This kind of study would be helpful for human resource development (HRD) research since it would cover a gap in the literature by gathering information on both real employee experiences and observable outcomes ([Luthia, 2022](#)). By constantly testing and upgrading the model, ATM will eventually turn into a rigorous, evidence-based framework

that can aid businesses in dealing with the problems and opportunities that the future workforce will bring.

To develop HRD scholarship, the relationships suggested in the ATM framework should be investigated empirically in future studies. The questions that can be posed are:

How is adaptive upskilling related to employee engagement and retention in the context of HRD?

How is the organization learning culture in mediating the relationship between adaptive HR practices and the innovation results?

Survey, case study and longitudinal tracking mixed-method research can produce ATM validation evidence. This kind of work would not only strengthen the theoretical contribution, but also equip HRD practitioners with practical implications to make sure that the framework would be practice-based and consistent with the goals of the discipline.

## **Conclusion**

Adaptive Talent Management (ATM) is more than simply a minor change in the way companies think about and do workforce development. It's a "strategic evolution" in the way they do things. ATM focuses on agility, flexibility, and responsiveness when it comes to developing human resources, instead of more traditional methods that emphasise stability and predictability. This paper's conceptual framework, which combines Human Capital Theory, Self-Determination Theory, and the Job Demands-Resources (JD-R) Model into one model of ATM, helps us understand better how workforce development strategies can improve employee engagement, spark innovation, and keep the organisation running smoothly at the same time. The framework enhances the discipline of human resource development studies by integrating several theoretical perspectives to create a multidimensional lens that aids researchers in understanding the effects of adaptive learning approaches on organisations and people.

The paradigm emphasises that talent management should catalyse intrinsic motivation, psychological well-being, and long-term workforce alignment, in addition to promoting technical competence and economic value. The model expands the Human Capital Theory's traditional economic focus by prioritising the motivational pathways emphasised in Self-Determination Theory and the resource-buffering functions described in the JD-R Model. With this larger view, HRD experts need to create individualised and relevant learning pathways that help people reach their aims while also helping the company's overall strategy. To stay on top of emerging challenges, businesses need to employ adaptive HR practices, including predictive workforce analytics, development opportunities that are open to everyone, and learning systems that are adaptable. To hire, keep, and keep people in extremely competitive environments, companies need to make building a culture that is always learning and changing a top priority.

The proposed model provides scholars with a robust theoretical foundation for further empirical research. The straightforward principles of ATM practices may aid research into their universality and contextual variability, since they can be evaluated across industries, organisational environments, and cultural contexts. To gain deeper insights into the enduring impacts of adaptive learning methodologies on engagement, retention, innovation, and well-being, further research needs to include mixed-method approaches, comparative analyses, and longitudinal studies. This

will ensure that HRD research continues to bridge the gap between theory and practice in organisations by enhancing the model's explanatory power and increasing its applicability to real-world contexts.

In the conceptual model, Adaptive Talent Management is seen as a key part of future-oriented human resource development. In this fast-paced and always-changing work world, it may help businesses stay competitive and satisfy the needs of their employees for growth. As organisations deal with workplaces that are changing quickly because of things like digital transformation, demographic changes, and new ways of working, adaptability, creativity, and continuous learning will continue to be very important for both the growth of human capital and the success of businesses. This paradigm seeks to improve HRD theory, direct empirical research, and inform practice by integrating economic, psychological, and organisational perspectives. Its goal is to make sure that the field remains important and has an impact on how work will be done in the future.

This research offers a theoretical contribution and practical value by entrenching Adaptive Talent Management within the fundamental issues of the Human Resource Development. The combination of the Human Capital Theory, Self-Determination Theory and the Job Demands-Resources Model into HRD based framework enhances the capability of the discipline in responding to the emerging workforce issues. The paper extends the abstract theorizing with the use of empirical illustrations, a clear research agenda and direct implications to HRD professionals. By doing so, it makes ATM a model of the future that contributes to the development of HRD theory, evidence-based practice and strengthening the role that HRD plays in the development of resilient, innovative and human-oriented organizations.

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