



A Study on the Factors Influencing Workplace Adaptability Among Early-Career Employees

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Abstract – Workplace adaptability is important for employees, especially during the early stage of their careers. Early-career employees may face difficulties in communication, learning new tasks, managing workload, understanding job roles, and adjusting to a new work environment. This study focuses on the factors influencing workplace adaptability among early-career employees. It examines individual factors, job performance, workplace challenges, and organizational support and their relationship with workplace adaptability. The study uses a descriptive research design and a quantitative approach. Primary data were collected from 150 early-career employees through a structured questionnaire using a five-point Likert scale. The collected data were organized and analyzed using Microsoft Excel and Microsoft Power BI. Average analysis and correlation analysis were used to understand the responses and relationships between the study variables. The study aims to analyze factors influencing employee performance, identify workplace challenges, and evaluate the role of organizational support in workplace adaptability. The findings show that respondents have a high level of workplace adaptability. Individual Factors show the strongest positive relationship with Workplace Adaptability ($r = 0.888$). Organizational Support ($r = 0.612$) and Job Performance ($r = 0.563$) also show positive relationships with Workplace Adaptability. Workplace Challenges show a lower positive relationship ($r = 0.348$). The findings indicate that communication skills, confidence, learning ability, training, manager support, colleague support, and learning opportunities are important factors associated with workplace adaptability. Overall, the study highlights the importance of both personal abilities and organizational support in helping early-career employees adjust to their workplace.

Keywords - Workplace Adaptability; Early-career Employees; Individual Factors; Job Performance; Organizational Support.

I. INTRODUCTION

The title of the present research is “A Study on the Factors Influencing Workplace Adaptability among Early-career Employees.” The title clearly explains the main subject of the research and the group of employees selected for the study. It focuses on understanding the different factors that influence how easily early-career employees adjust to their workplace. The study also aims to understand the experiences, challenges, and support that employees may face during the early stage of their careers. The phrase “A Study” refers to a systematic process of collecting and analyzing information to understand a particular subject. In this research, information is collected from early-career employees to understand their workplace experiences and adaptability.

The term “Factors” refers to the different things that can affect a person or a situation. In this study, factors include personal and workplace-related conditions that may affect an employee's ability to adjust to work. These may include communication skills, confidence, learning ability, time management, workload, role clarity, workplace challenges, and organizational support. Understanding these factors is important because different employees may respond differently to a new work environment. Some employees may adjust quickly, while others may need more time and support.

The term “Influencing” means having an effect on something. In this study, it refers to the way different personal and workplace factors can affect the adaptability of early-career employees. For example, good communication skills can help employees interact better with their colleagues and managers. Similarly, the ability to learn new tasks can help employees understand their responsibilities and complete their work. On the other hand, high workload, unclear job roles, or difficulties in communication may make workplace adjustment more challenging.

The term “Workplace” refers to the place or organization where employees perform their jobs. It may include companies, offices, banks, hospitals, educational institutions, manufacturing organizations, and other types of workplaces. A workplace includes employees, managers, teams, rules, responsibilities, work processes, and the overall working environment. When employees enter a new workplace, they need to understand the work culture, communicate with others, follow organizational rules, and perform their assigned responsibilities.

The term “Adaptability” refers to the ability of a person to adjust to new situations, changes, and responsibilities. Workplace adaptability means the ability of employees to adjust to their job, work environment, new tasks, different people, and changes in the organization. An adaptable employee can learn new things, accept changes, manage responsibilities, work with others, and respond to new



situations in a positive way. Workplace adaptability is important because organizations and job roles can change over time due to new technologies, new processes, changing customer needs, and different business requirements.

The term “Early-career Employees” refers to employees who are at the beginning stage of their working life. They may include fresh graduates, interns, trainees, and employees with limited work experience. Early-career employees often enter the workplace with academic knowledge but may have limited practical work experience. Therefore, they may need time to understand workplace expectations, job responsibilities, communication practices, teamwork, and organizational procedures. The beginning stage of a career is an important period because employees develop their professional skills, work habits, confidence, and understanding of the workplace during this time.

The overall purpose of this study is to understand the factors that influence workplace adaptability among early-career employees. The study focuses on how personal factors, workplace challenges, employee performance, and organizational support may affect the ability of employees to adjust to their work environment. In today's changing business environment, organizations need employees who can learn quickly, manage new responsibilities, communicate effectively, and adjust to changes. At the same time, early-career employees may need proper guidance, clear roles, supportive managers, training, and a positive work environment to adapt successfully. Therefore, studying workplace adaptability can help in understanding the difficulties faced by early-career employees and the support that can help them adjust better and perform effectively in their organizations.

Independent Variables

Individual Factors

Individual Factors are the personal qualities, skills, and abilities of an employee. These factors are related to the employee's own behaviour and ability to work in a new or changing workplace. For early-career employees, individual factors are important because they are still learning how to work professionally and how to handle new responsibilities. In this study, Individual Factors include Communication, Confidence, and Learning Ability. These factors may influence how easily an employee adjusts to the workplace and handles different work situations.

Communication

Communication means the ability to share information, ideas, thoughts, and feelings clearly with other people. In a workplace, employees need to communicate with managers, team members, colleagues, and customers. Good communication helps employees understand their

work and explain their ideas properly. For early-career employees, good communication is important because they may need to ask questions, understand instructions, participate in meetings, and discuss problems with others. For example, if a new employee does not understand a task, clear communication can help the employee ask the manager for guidance. Good communication can therefore help employees work better with others and adjust to the workplace.

Confidence

Confidence means believing in one's own ability to do a task or handle a situation. A confident employee is more comfortable speaking with others, asking questions, sharing ideas, and taking responsibility for work. Early-career employees may sometimes feel nervous when they enter a new organization because everything is new to them. As they gain knowledge and experience, their confidence may improve. For example, an employee who is confident may be willing to participate in a team discussion or take up a new task. Confidence can therefore help employees face new situations and adjust to their workplace.

Learning Ability

Learning Ability means the ability and willingness to learn new things, skills, tasks, and methods. Employees often need to learn new software, processes, rules, and ways of working. This is especially important for early-career employees because they are at the beginning of their professional journey. An employee with good learning ability can understand new tasks, learn from mistakes, accept feedback, and improve their work. For example, when an organization introduces a new system, an employee who is willing to learn can understand the system and start using it. Therefore, learning ability can help early-career employees adjust to new work situations.

Job Performance

Job Performance means how well an employee does their assigned work in an organization. It shows whether an employee is able to complete their duties properly, meet the requirements of the job, and improve their work over time. For early-career employees, job performance is important because they are still learning how to do their work and understand what the organization expects from them. In this study, Job Performance includes three main areas: Task Completion, Meeting Expectations, and Improvement. These areas help us understand how employees perform their work and how their performance may influence their ability to adjust to the workplace.

Task Completion

Task Completion means finishing the work that has been given to an employee. Employees are expected to complete their tasks correctly and within the given time. For example, an employee may be asked to prepare a report,



update data, attend a meeting, or complete a customer-related task. Completing these tasks properly shows that the employee understands their responsibilities. For early-career employees, completing tasks on time can help them become more comfortable with their job and workplace. It can also help them learn how to manage their time and responsibilities.

Meeting Expectations

Meeting Expectations means doing the work according to what the organization, manager, or team expects from the employee. Every job has certain responsibilities and standards that employees are expected to follow. For example, a manager may expect an employee to complete work on time, maintain accuracy, communicate properly, and follow company procedures. Early-career employees may take some time to understand these expectations because they are new to the workplace. When employees understand and meet these expectations, they may feel more comfortable and confident in their roles.

Improvement

Improvement means becoming better at work over time. Employees may make mistakes when they are new to a job, but they can learn from those mistakes and improve their performance. Improvement can happen through training, feedback, practice, and experience. For example, an employee who initially finds a task difficult may become faster and more accurate after receiving proper guidance and practicing the task. For early-career employees, continuous improvement is important because it helps them develop their skills and become more comfortable with their responsibilities.

Workplace Challenges

Workplace Challenges are the difficulties or problems that employees may face while doing their jobs and adjusting to their work environment. These challenges can be different for each employee. Early-career employees may face more difficulties because they are still learning about their job, workplace rules, and how to work with different people. In this study, Workplace Challenges include Workload, Role Clarity, Communication, and Adjustment. These areas help us understand the common difficulties that may affect the ability of early-career employees to adapt to their workplace.

Workload

Workload means the amount of work that an employee has to complete within a given time. A reasonable workload can help employees manage their work properly. However, too much work in a short period may make employees feel tired, pressured, or unable to complete their tasks on time. Early-career employees may find workload difficult because they are still learning how to manage their time and responsibilities. For example, a new employee may receive several tasks at the same time and may not know

which task should be completed first. Therefore, workload can affect how comfortably an employee adjusts to the workplace.

Role Clarity

Role Clarity means clearly understanding one's job, responsibilities, and duties. An employee should know what work they have to do, what is expected from them, and whom they should report to. When the job role is clearly explained, employees can work with more understanding and confidence. However, when responsibilities are not clear, employees may become confused about what they should do. For early-career employees, clear job roles are especially important because they are new to the organization and may need proper guidance. Clear role information can help employees understand their work and adjust to the workplace more easily.

Communication

Communication as a workplace challenge refers to difficulties in sharing or understanding information between employees, managers, and team members. Employees need clear communication to understand instructions, ask questions, share information, and solve problems. Poor communication may lead to confusion, mistakes, or misunderstandings. For example, if a manager gives unclear instructions, a new employee may not understand how to complete the task correctly. Early-career employees may face communication difficulties while working with new people or communicating with senior employees. Therefore, communication can be an important challenge during workplace adjustment.

Adjustment

Adjustment means becoming comfortable with a new situation or environment. When employees join a new organization, they may need to adjust to new people, work rules, working hours, technology, responsibilities, and organizational culture. Early-career employees may need time to understand how the workplace works and how they should behave in different situations. For example, an employee may initially find it difficult to work with a new team, but with time and experience, the employee may become more comfortable. Therefore, the ability to adjust is an important part of the early-career workplace experience.

Organizational Support

Organizational Support means the help, guidance, training, and encouragement that an employee receives from the organization. When employees join a new workplace, they may not know everything about their job. They may need help from managers, colleagues, and the organization to understand their work and responsibilities. Good organizational support can make employees feel comfortable, confident, and valued at work. In this study,



Organizational Support includes Training, Manager Support, Colleague Support, and Learning. These areas help to understand how the organization helps early-career employees adjust to their workplace.

Training

Training means teaching employees the knowledge and skills needed to do their jobs properly. New employees may need training to understand company rules, work processes, software, systems, and job responsibilities. Training helps employees learn how to do their work correctly and with more confidence. For example, a new employee may receive training on how to use a company's software or how to follow a particular work process. Proper training can help early-career employees understand their jobs and adjust to the workplace more easily.

Manager Support

Manager Support means the help and guidance given by a manager or supervisor to an employee. Managers can help employees by explaining tasks, answering questions, giving feedback, and guiding them when they face problems. This support is especially important for early-career employees because they may have less work experience. For example, if a new employee is unable to complete a task, a supportive manager can explain the task and guide the employee. This can help the employee learn and feel more confident at work.

Colleague Support

Colleague Support means the help and cooperation that employees receive from their co-workers or team members. Colleagues can help new employees understand work processes, answer simple questions, share information, and work together as a team. A friendly and supportive team can make a new employee feel more comfortable in the workplace. For example, when a new employee does not know how to complete a task, a colleague may explain the process or show how it is done. Such support can make workplace adjustment easier.

Learning

Learning means gaining new knowledge, skills, and understanding through training, experience, practice, and feedback. Organizations can support learning by providing training programs, learning materials, new work opportunities, and feedback. Early-career employees need continuous learning because they are still developing their professional skills. For example, an employee may learn a new software program or improve communication skills through workplace training and daily experience. Continuous learning can help employees become more confident and adjust to changes at work.

Dependent Variable

Workplace Adaptability

Workplace Adaptability is the ability of an employee to adjust to a new workplace, new tasks, new people, and changes in the organization. It means how well an employee can understand the work environment and become comfortable with their job. For early-career employees, workplace adaptability is very important because they are starting their professional life and may face many new experiences. They may need to learn new skills, follow workplace rules, communicate with others, complete tasks, and handle changes. An employee who can adapt well may be able to handle new situations more easily.

Adjusting to New Tasks

Adjusting to new tasks means being able to learn and do different types of work. Employees may receive tasks that they have never done before. They need to understand the instructions, learn the process, and complete the work. For example, a new employee may be asked to use new software or prepare a report for the first time. The employee may take some time to learn, but the ability to understand and perform the new task shows workplace adaptability.

Adjusting to Changes

Adjusting to changes means being able to accept and work with changes in the workplace. Organizations may change their work methods, technology, rules, teams, or responsibilities. Employees need to understand these changes and continue their work. For example, if a company starts using new software, employees need to learn how to use it. Being open to such changes can help employees work comfortably in a changing workplace.

Working with Others

Working with others means being able to work and communicate with managers, colleagues, and team members. Employees may work with people who have different ideas, skills, and ways of working. Early-career employees need to learn how to cooperate with others and be part of a team. Good teamwork can help employees feel comfortable and supported at work.

Handling New Responsibilities

Handling new responsibilities means being able to accept and manage new duties given by the organization. As employees gain experience, they may receive additional tasks and responsibilities. They need to understand what is expected and complete their work properly. For example, a new employee may first handle simple tasks and later be given more responsibilities. Being able to manage these responsibilities shows the employee's ability to adapt.



Learning from Experience

Learning from experience means using past work experiences to improve future work. Employees may make mistakes while learning a new job. They can learn from these mistakes, listen to feedback, and improve their skills. Early-career employees can become more comfortable and confident as they gain more experience. Continuous learning can therefore help employees adapt better to their workplace.

When employees start their careers, they enter a new environment where they have to learn many things. They need to understand their job, communicate with other people, complete their work, follow workplace rules, manage their time, and adjust to new responsibilities. For early-career employees, this adjustment may not always be easy because they may have limited work experience. Their ability to adjust can be affected by their own skills, their work performance, the problems they face at work, and the support they receive from the organization.

The first area is communication, confidence, and learning ability. Communication means being able to speak and share information clearly with managers and colleagues. Confidence means believing in one's own ability to do the work and handle new situations. Learning ability means being willing and able to learn new tasks, skills, systems, and methods. These qualities are important for employees because they help them understand their work, ask questions, solve problems, and become comfortable in a new workplace.

Another important area is job performance. Job performance means how well an employee does the work given to them. It includes completing tasks, meeting workplace expectations, and improving their work. Employees need to complete their assigned tasks correctly and on time. They also need to understand what their managers expect from them. As employees gain experience, they should learn from their mistakes and feedback and improve their performance. For early-career employees, improving their performance can help them understand their job better and become more comfortable with their responsibilities.

Employees may also face different workplace challenges. These challenges can include workload, unclear job responsibilities, communication problems, and difficulty in adjusting to the workplace. Workload means the amount of work an employee has to complete. Role clarity means clearly understanding what work and responsibilities are given to the employee. Communication problems can create confusion between employees and managers or colleagues. Adjustment means becoming comfortable with a new workplace, new people, new rules, and new ways of working. These challenges may make it difficult for some early-career employees to adjust to their jobs.

Support from the organization is also important for employees, especially when they are new to their careers. Organizations can help employees through training, manager support, colleague support, and learning opportunities. Training helps employees understand their work and develop the required skills. Managers can guide employees, answer their questions, and give feedback. Colleagues can help new employees understand the work and become comfortable with the team. Learning opportunities help employees gain new knowledge and improve their skills. Such support can make employees feel more comfortable and confident at work.

Finally, workplace adaptability means how well an employee can adjust to the workplace and handle new situations. An adaptable employee can learn new tasks, accept changes, work with different people, manage responsibilities, and learn from experience. This is especially important for early-career employees because they are still developing their professional skills and gaining practical experience.

Background of the Study

Workplace adaptability is important for employees, especially those who are at the beginning of their careers. Early-career employees may enter the workplace with academic knowledge but limited practical experience. They need to learn new tasks, understand their job responsibilities, communicate with others, manage their work, and adjust to a new work environment. Therefore, the ability to adapt can help them become comfortable and effective in their jobs.

Several factors can influence how early-career employees adjust to their workplace. Individual factors, such as communication, confidence, and learning ability, can help employees understand their work, interact with others, and learn new responsibilities. Job performance is also important because employees need to complete their tasks, meet workplace expectations, and improve their performance over time.

Early-career employees may also experience workplace challenges such as heavy workload, unclear job roles, communication difficulties, and problems in adjusting to a new environment. These challenges may make it difficult for employees to perform their work and become comfortable in the organization.

At the same time, organizational support can help employees adapt to their workplace. Training, manager support, colleague support, and learning opportunities can help new employees understand their responsibilities, develop their skills, and gain confidence. Supportive managers and colleagues can also make it easier for employees to handle new tasks and workplace situations.



Therefore, this study focuses on Workplace Adaptability among early-career employees and examines its relationship with Individual Factors, Job Performance, Workplace Challenges, and Organizational Support. The study aims to understand the factors affecting employee performance, identify workplace challenges, and evaluate the role of organizational support during the early stage of a career.

Type	Variable	Main factors
Independent Variable 1	Individual Factors	Communication, Confidence, Learning Ability
Independent Variable 2	Job Performance	Task Completion, Meeting Expectations, Improvement
Independent Variable 3	Workplace Challenges	Workload, Role Clarity, Communication, Adjustment
Independent Variable 4	Organizational Support	Training, Manager Support, Colleague Support, Learning
Dependent Variable	Workplace Adaptability	Adjusting to New Tasks, Changes, Working with Others, New Responsibilities, Learning from Experience

2. Problem Statement

Many early-career employees have good educational knowledge but may find it difficult to adjust to the workplace. They may face challenges such as communication problems, work pressure, understanding workplace culture, and performing their jobs effectively. Organizational support such as training, guidance, and mentoring may also affect how easily employees adapt to the workplace. Therefore, this study aims to understand how employee performance, workplace challenges, and organizational support influence workplace adaptability among early-career employees.

Objectives of the Study

- To analyze the factors influencing the performance at early career.
- To analyze the workplace challenges at early career.
- To evaluate the role of organizational support at early career.

3. Scope of the Study

- This study focuses on early-career employees to understand the factors influencing their workplace adaptability during the early stage of their professional careers.
- The study focuses on employee performance, workplace challenges, and organizational support and their

relationship with workplace adaptability among early-career employees.

- The study considers factors such as communication, confidence, learning ability, task completion, meeting expectations, workload, role clarity, training, manager support, and colleague support.
- The findings of the study may help organizations and employers understand the difficulties faced by early-career employees and provide suitable training, guidance, and support to help them adjust to the workplace.
- The study may also be useful for educational institutions, management students, and future researchers who want to understand workplace adaptability, employee performance, workplace challenges, and organizational support.

Significance of the Study

Early-career employees are still learning how to work in a professional environment. They may face difficulties in completing tasks, meeting expectations, managing workload, understanding their roles, and communicating with others. Therefore, there is a need to understand the factors affecting their performance and the challenges they face at the workplace.

The study also focuses on the role of organizational support, such as training, manager support, colleague support, and learning opportunities. Proper support can help early-career employees understand their work, improve their skills, and adjust better to the workplace. Therefore, this study is needed to understand the factors affecting early-career employees and the support that can help them perform and adapt better at work.

II. LITERATURE REVIEW

1. Review of Literature

Wikantiyoso.et.al (2025): studied how self-efficacy and social support influence career adaptability among recent graduates. The study found that graduates with higher confidence and better support from family, friends, and organizations adapted more easily to the workplace. They were more confident in handling new responsibilities and workplace changes. The authors concluded that organizations should provide training, mentoring, and support to help new employees adjust successfully.

Mashavira (2025): examined the relationship between career adaptability, self-efficacy, and job engagement among employees. The study found that employees with higher career adaptability were more engaged in their work and had greater confidence in performing their jobs. Career adaptability also improved employees' willingness to learn and adjust to workplace changes. The study suggested that organizations should encourage employee



development programs to improve adaptability and performance.

Alkal .et al (2025): studied the relationship between resilience, career adaptability, career self-efficacy, and life satisfaction. The study found that people with higher resilience and self-efficacy showed better career adaptability. Adaptable individuals were more confident in handling workplace challenges and career changes. The findings highlighted that psychological strength and confidence play an important role in successful career development and workplace adjustment.

Wang et al. (2024) studied how employee proactivity and organizational support help improve occupational adaptability. The study collected data from 519 employees working in manufacturing companies. The results showed that employees who were proactive and received good organizational support adapted more easily to workplace changes. Continuous learning also helped improve adaptability. The study concluded that organizations should provide a supportive work environment and encourage continuous learning for better employee adaptability.

Dharmadhyaksa et.al (2024): studied the role of peer support and occupational identity among fresh graduates. The study included 99 unemployed fresh graduates. The findings showed that peer support had a positive effect on career adaptability. Graduates who received encouragement from friends adjusted better to career changes and workplace expectations. The authors suggested that peer support plays an important role during the transition from college to work.

Septyven et.al (2024): examined the relationship between social support and career adaptability among early-career employees. The study used a quantitative method with 52 employees. The findings showed that employees who received support from family, friends, and colleagues adapted more successfully to their careers. Social support increased confidence and helped employees handle workplace responsibilities more effectively.

Fitri (2024): studied how social support influences career adaptability among early-career employees aged 20–28 years. The research collected data from 200 respondents. The study found that employees who received better social support were more confident in handling career transitions and workplace challenges. The author concluded that social support is an important factor in improving career adaptability.

Mohd Puad et.al (2024): studied the relationship between soft skills and career adaptability among vocational college graduates. The study found that communication skills, teamwork, leadership, and problem-solving skills

positively influenced career adaptability. Graduates with stronger soft skills were more prepared for workplace challenges and adjusted more easily to professional environments. The authors recommended improving soft skills before students enter the workforce.

Song et al. (2023): studied the Career Adapt-Abilities Scale–Short Form (CAAS-SF) among 571 Chinese university graduates in the early stage of their careers. The study found that the scale is reliable for measuring career adaptability. It showed that career adaptability is an important factor for helping graduates adjust to workplace changes and career development. The authors suggested that this tool can help researchers and organizations better understand the adaptability of early-career employees.

Liu et al. (2023): examined the relationship between career adaptability and starting salary among university graduates. The study found that graduates with better career adaptability had better career outcomes and higher starting salaries. Adaptability helped graduates prepare for workplace challenges and improve their career success. The researchers concluded that developing career adaptability is important before entering the workforce.

Rodrigues et.al (2023): studied the relationship between career adaptability and success during the transition from university to work. The study followed graduates over time and found that career adaptability improved successful adjustment to professional life. Graduates who had higher adaptability showed better career success after entering employment. The authors emphasized the importance of developing adaptability before graduation.

Fu et al. (2023): studied how career adaptability develops during the school-to-work transition among 429 college graduates. The study found that career adaptability improved over time as graduates gained work experience. Graduates who had a positive view of their future careers showed higher adaptability. The study concluded that career planning and self-confidence help graduates adjust successfully to the workplace.

Kvasková et al. (2023): examined the relationship between self-esteem, parental support, peer support, and career adaptability among vocational graduates. The study found that graduates with higher self-esteem and strong support from parents and friends had better career adaptability. Social support helped graduates become more confident and adjust more easily to career changes. The authors suggested strengthening support systems to improve career development.

Anas et.al (2022): studied the personal factors that influence career adaptability among fresh graduates who had been working for less than two years. The study collected data from 423 fresh graduate employees in



Malaysia. The results showed that self-esteem, conscientiousness, spiritual intelligence, and social support had a positive effect on career adaptability. The authors concluded that personal qualities play an important role in helping early-career employees adjust successfully to the workplace.

De Abreu et.al (2022): examined the relationship between mindfulness, vocational identity, and career adaptability among graduates in the early career stage. The study involved 200 graduates and used structural equation modelling for analysis. The findings showed that vocational identity helped improve career adaptability. Graduates who had a clear understanding of their career goals adapted more easily to their jobs.

Zhou et.al (2022): studied how work adaptability affects the relationship between work stress and occupational health among young employees. The study found that employees with better work adaptability were able to manage work stress more effectively and maintain better health. The researchers concluded that work adaptability helps employees adjust to workplace challenges and improves their overall well-being.

Kim (2022): developed and tested an online career adaptability program for undergraduate students. The study found that students who participated in the program showed better career adaptability and greater confidence in preparing for future jobs. The author suggested that career development programs can help students become more ready for the transition from education to employment.

Tuononen et.al (2022): studied the factors that contribute to early career success after graduation. The study followed university graduates and found that career planning, self-efficacy, work experience, and professional skills helped graduates adjust successfully to working life. The authors concluded that employability skills and confidence are important for a successful transition from university to the workplace.

AlKhemeiri et.al (2021) studied how career competencies and proactive personality influence career adaptability among 400 early-career employees in the United Arab Emirates. The study found that employees with strong career competencies adapted better to their jobs. Career competencies had a positive effect on workplace adaptability, while proactive personality had only a small influence. The authors concluded that developing career competencies helps early-career employees adjust successfully to the workplace.

Peng et.al (2021): examined how career adaptability helps employees develop proactive career behaviour. The study collected data from 247 employees in three stages. The findings showed that employees with higher career

adaptability were more willing to learn new skills, set career goals, and prepare for future opportunities. The study also found that organizational support strengthened this relationship.

Wang et.al (2021): studied how proactive personality influences career adaptability and career growth. The research found that employees with proactive personalities were more confident in learning new skills and adjusting to workplace changes. Better career adaptability also improved career growth opportunities. The study suggested that organizations should encourage continuous learning and employee development.

Chan et.al (2021): studied the relationship between self-esteem, future work self, and career adaptability among university students. The study found that students with higher self-esteem and a clear future career vision showed better career adaptability. These students were more confident in preparing for employment and handling workplace changes. The authors highlighted the importance of developing confidence before entering the workforce.

Feng et.al (2021): studied how role accumulation, self-efficacy, and social support influence career adaptability among college students. The study found that student participated in different activities and received strong social support had better career adaptability. Self-efficacy also played an important role in helping students prepare for future careers. The authors concluded that confidence and support improve career adaptability before entering the workplace.

2. Industry Analysis

The present study covers early-career employees working in different industries. The questionnaire includes IT, Banking and Finance, Manufacturing, Healthcare, Retail, Electrical, and other industries. These industries have different types of jobs, work responsibilities, working methods, and work environments.

Information Technology (IT)

The IT industry mainly provides technology and digital services. Employees may work with software, applications, computers, data, and other digital tools. Early-career employees in this industry may need to learn new technologies and software. They may also need to work with teams and adjust to changes in technology.

Banking and Finance

The Banking and Finance industry provides financial services to individuals and businesses. Employees may work with banking systems, financial information, customers, and transactions. Early-career employees may need to learn financial processes, follow company rules,



and communicate effectively with customers and colleagues.

Manufacturing

The Manufacturing industry is involved in producing goods and products. Employees may work in production, quality, operations, supply chain, or other areas. Early-career employees may need to understand production processes, follow safety and quality procedures, and complete their assigned tasks on time.

Healthcare

The Healthcare industry provides health-related and medical services. Employees may work in hospitals, healthcare organizations, laboratories, or other healthcare-related areas. Early-career employees may need to learn workplace procedures, communicate properly with others, and handle their responsibilities carefully.

Retail

The Retail industry involves selling products and providing services to customers. Employees may work in stores, customer service, sales, billing, inventory, or other areas. Early-career employees may need to communicate with customers, manage their workload, and learn different work processes.

Electrical

The Electrical industry is related to electrical products, equipment, systems, and services. Employees may work in areas such as operations, maintenance, production, sales, or technical services. Early-career employees may need to learn technical processes and follow workplace and safety procedures.

Other Industries

The questionnaire also includes an Other option for employees working in industries that are not listed above. This helps the study include employees from different work backgrounds and gives a broader understanding of workplace adaptability.

Importance of Different Industries

Each industry has its own work environment, responsibilities, and challenges. However, early-career employees in all industries need to learn new tasks, communicate with others, manage their responsibilities, and adjust to workplace changes.

Therefore, including different industries helps the study understand how individual factors, job performance, workplace challenges, and organizational support are related to workplace adaptability.

Company Profile

The present study does not focus on one particular company. It covers early-career employees working in

different types of organizations. The questionnaire includes Startup, Private Company, Public Sector, and Multinational Company (MNC).

Startup

A startup is a new or growing business. Startups may have smaller teams and employees may handle different types of work. Early-career employees may get opportunities to learn different tasks and may need to adjust quickly when the organization changes.

Private Company

A private company is a business that is owned and managed by private individuals or groups. Employees may have specific job responsibilities, targets, and performance expectations. Early-career employees may need to understand company rules, complete assigned tasks, and meet work expectations.

Public Sector

A public sector organization is an organization connected with the government. Employees generally follow established rules, procedures, and systems. Early-career employees may need to understand formal processes, responsibilities, and workplace procedures.

Multinational Company (MNC)

A Multinational Company, or MNC, is a company that operates in more than one country. Employees may work with people from different locations and may follow common company systems and processes. Early-career employees may need good communication, teamwork, and learning skills to adjust to the work environment.

Importance of Different Types of Organizations

Different types of organizations may provide different work environments, training, manager support, colleague support, and learning opportunities. These factors may influence how early-career employees perform their work and adjust to the workplace.

Therefore, this study includes different types of organizations to understand the workplace experiences of early-career employees. The study is focused on the employees and their workplace adaptability, rather than comparing the companies themselves.

3. Research Gap

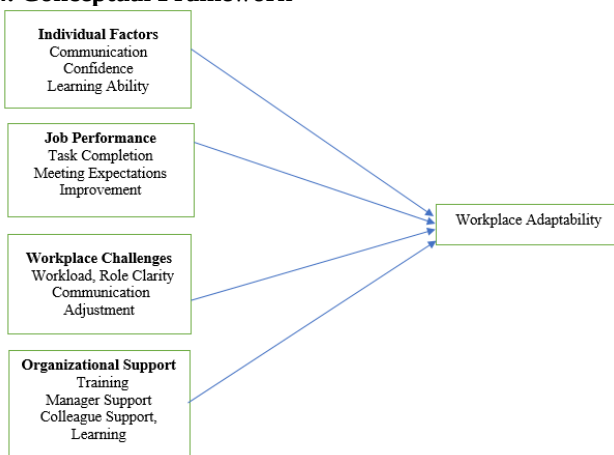
Previous studies have explained career adaptability by focusing on different factors such as self-confidence, social support, career competencies, and workplace readiness. Some studies also explained the importance of organizational support and communication skills. However, most studies focused on only one or two factors. Very few studies have examined employee performance, workplace challenges, and organizational support together to understand workplace adaptability among early-career



employees. There is also limited research that explains how these factors work together during the early stage of an employee's career.

Therefore, this study aims to fill this gap by examining the combined influence of employee performance, workplace challenges, and organizational support on workplace adaptability among early-career employees. The findings of this study may help organizations better understand the difficulties faced by early-career employees and provide suitable support to help them adapt to the workplace.

4. Conceptual Framework



III. RESEARCH METHODOLOGY

1. Research Design

The present study uses a descriptive research design to study the factors influencing workplace adaptability among early-career employees. The study focuses on understanding how individual factors, job performance, workplace challenges, and organizational support are related to workplace adaptability.

A quantitative research approach is used because the study collects numerical data from respondents through a structured questionnaire. The questionnaire consists of statements measured using a five-point Likert scale, ranging from strongly disagree to strongly agree.

The study follows a cross-sectional research design, as the data was collected from respondents at a particular point in time. The research mainly focuses on early-career employees and examines their experiences related to workplace adaptability.

The major variables considered in the study are:

- Individual Factors – Communication, Confidence, and Learning Ability
- Job Performance – Task Completion, Meeting Expectations, and Improvement

- Workplace Challenges – Workload, Role Clarity, Communication, and Adjustment
- Organizational Support – Training, Manager Support, Colleague Support, and Learning
- Workplace Adaptability – Adjusting to New Tasks, Adjusting to Changes, Working with Others, Handling New Responsibilities, and Learning from Experience.

2. Data Sources and Sampling

Data Sources

The study uses both primary and secondary sources of data.

Primary Data

Primary data was collected directly from early-career employees through a structured questionnaire using Google Forms. The questionnaire was designed according to the objectives of the study and covered individual factors, job performance, workplace challenges, organizational support, and workplace adaptability.

Secondary Data

Secondary information was collected from relevant books, research articles, journals, websites, and other academic sources to understand the concepts and background of workplace adaptability and related factors.

Sampling

The target population of the study consists of early-career employees with limited work experience. The study collected responses from 150 respondents.

A convenience sampling technique was used to collect the data. Respondents who were accessible and willing to participate in the study were included.

The questionnaire was based on a five-point Likert scale, which helped respondents express their level of agreement with each statement.

3. Data Collection and Analysis

Data Collection

The primary data was collected through a structured questionnaire prepared using Google Forms. The questionnaire was shared with early-career employees, and their responses were collected for the study.

The questionnaire included questions related to:

- Individual Factors
- Job Performance
- Workplace Challenges
- Organizational Support
- Workplace Adaptability
- Demographic details such as age, gender, qualification, employment status, industry, and work experience.



The responses were collected using a five-point Likert scale to make the responses suitable for quantitative analysis.

Data Analysis

After collecting the responses, the data was organized and analyzed using Microsoft Excel and Power BI.

The following techniques were used for analysis:

Descriptive Analysis

Descriptive analysis was used to understand the general pattern of responses. Average/mean values were calculated for the major variables and their related statements.

Correlation Analysis

Correlation analysis was used to identify the relationship between the independent variables and workplace adaptability. The analysis helps understand whether the variables have a positive or negative relationship and how strong the relationship is.

Power BI Dashboard

Power BI was used to present the findings in a simple and professional visual format. Charts, cards, and other visualizations were used to present the major findings and make the results easier to understand.

The analysis was mainly focused on addressing the three research objectives: understanding factors influencing early-career performance, identifying workplace challenges, and evaluating the role of organizational support in workplace adaptability.

IV. DATA ANALYSIS, FINDINGS AND DISCUSSION

1. Data Analysis Route Map



Demographic Analysis

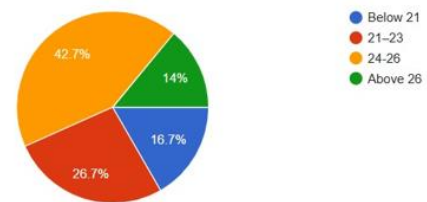
Table Age

Age Group	Response ID	Percentage
Below 21	25	16.7%
21–23	40	26.7%
24–26	64	42.7%
Above 26	21	14.0%
Total	150	100%

Pie Chart - 4.1 -Age

Age

150 responses



Interpretation

The age-wise distribution shows that out of 150 respondents, the majority (42.7%) belong to the 24–26 years age group, followed by 26.7% who are aged 21–23 years. Around 16.7% of respondents are below 21 years, while 14% are above 26 years. This indicates that most respondents are in the 21–26 years age range.

Gender

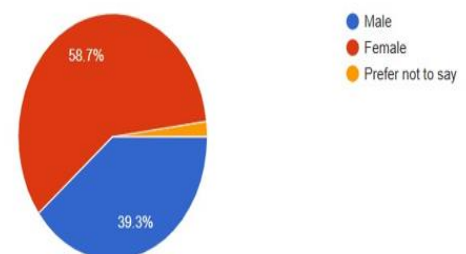
Gender-wise Distribution of Respondents

Gender	Responses	Percentage
Male	59	39.3%
Female	88	58.7%
Prefer not to say	3	2.0%
Total	150	100%

Pie Chart - 4.2 - Gender

Gender

150 responses



Interpretation

Out of 150 respondents, 58.7% are female and 39.3% are male, while 2% preferred not to disclose their gender. This shows that female respondents form the majority of the sample.



Qualifications

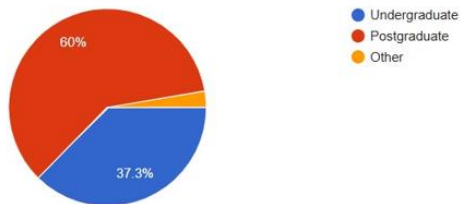
Qualification of Respondents

Qualification	Responses	Percentage
Undergraduate	56	37.3%
Postgraduate	90	60.0%
Other	4	2.7%
Total	150	100%

Pie Chart - 4.3 – Qualification

Highest Qualification

150 responses



Interpretation

Out of 150 respondents, 60% are postgraduates, while 37.3% are undergraduates. Only 2.7% have other qualifications. This shows that the majority of respondents have a postgraduate-level qualification.

Current Employment Status

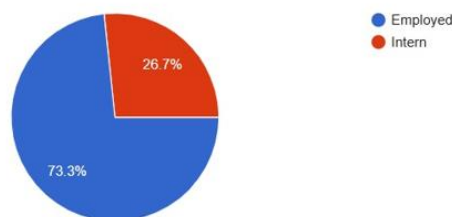
Current Employment Status of Respondents

Employment Status	Responses	Percentage
Employed	110	73.3%
Intern	40	26.7%
Total	150	100%

Pie Chart - 4.4 – Current Employment Status

Current Employment Status

150 responses



Interpretation

Out of 150 respondents, 73.3% are employed, while 26.7% are interns. This indicates that the majority of respondents are currently employed, with a smaller proportion gaining work experience through internships.

Industry You Work In

Industry-wise Distribution of Respondents

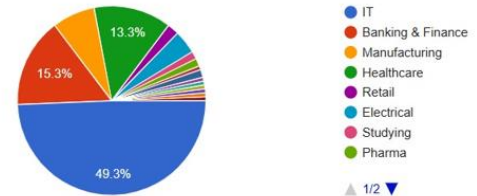
Industry	Responses	Percentage
IT	74	49.3%
Banking & Finance	23	15.3%
Manufacturing	11	7.3%

Healthcare	20	13.3%
Other Industries	22	14.8%
Total	150	100%

Pie Chart - 4.5-Industry your work

Industry You Work In

150 responses



Interpretation

The majority of respondents (49.3%) work in the IT industry, followed by Banking & Finance (15.3%) and Healthcare (13.3%). Manufacturing accounts for 7.3%, while the remaining 14.8% belong to other industries. This shows that the sample is mainly represented by respondents from the IT sector.

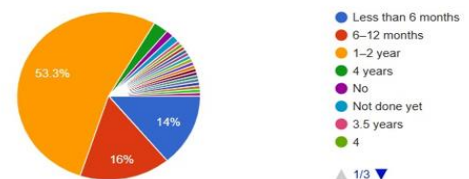
Work Experience of Respondents

Work Experience	Responses	Percentage
Less than 6 months	21	14.0%
6–12 months	24	16.0%
1–2 years	80	53.3%
Other experience categories	25	16.7%
Total	150	100%

Pie Chart - 4.6- Work Experience

Work Experience

150 responses



Interpretation

Out of 150 respondents, the majority (53.3%) have 1–2 years of work experience. Around 16% have 6–12 months of experience, while 14% have less than 6 months of experience. The remaining 16.7% belong to other experience categories. This indicates that most respondents have 1–2 years of work experience.

Level of Organization

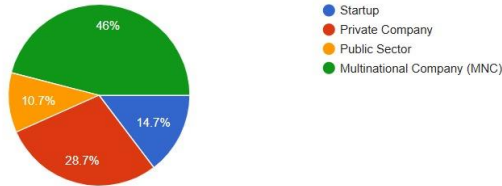
Level of Organization	Responses	Percentage
Startup	22	14.7%
Private Company	43	28.7%
Public Sector	16	10.7%
Multinational Company (MNC)	69	46.0%
Total	150	100%



Pie chart- 4.7- Level of Organization

Level of Organization

150 responses

**Interpretation**

Out of 150 respondents, 46% work in Multinational Companies (MNCs), making it the largest group. 28.7% work in private companies, while 14.7% are from startups and 10.7% are from the public sector. Overall, most respondents work in MNCs and private companies.

Basic Analysis**Individual Factors**

My communication and interpersonal skills help me perform effectively at work.	My confidence and ability to learn new tasks help me adapt to my job.	Averagege	Average-D- variable
5	5	5	4.8
5	5	5	4.8
4	5	4.5	4
3	2	2.5	2.8
1	1	1	1
5	4	4.5	5
4	4	4	4
4	4	4	4.2
5	5	5	5
4	5	4.5	4
5	5	5	5
3	3	3	3
5	5	5	4.8
5	5	5	5
5	5	5	4.8
5	5	5	4.8
5	5	5	5
5	5	5	4.8
4	4	4	4.2
5	5	5	4.8
5	5	5	4.8
4	4	4	4.2
4	5	4.5	4
4	4	4	4
4	4	4	4
4	4	4	4
4	4	4	4
4	5	4.5	4

4	5	4.5	3.8
4	4	4	4
4	4	4	4
5	5	5	4.8
1	1	1	1.4
4	4	4	4
5	5	5	4.8
4	4	4	4
4	4	4	4
5	5	5	5
5	5	5	4.8
5	5	5	4.8
5	5	5	5
1	4	2.5	1.8
4	5	4.5	4
3	3	3	3
3	3	3	3
4	4	4	4
5	5	5	4.8
4	4	4	4
5	5	5	4.6
5	4	4.5	5
5	5	5	4.8
5	5	5	5
3	2	2.5	3.2
4	5	4.5	4.2
4	5	4.5	4
5	5	5	5
4	5	4.5	4
4	4	4	4.2
4	4	4	4
3	4	3.5	3.2
5	5	5	4.6
4	5	4.5	4
5	5	5	5
5	5	5	5
5	5	5	5
5	5	5	5
5	5	5	4.8
5	5	5	5
5	5	5	5
5	4	4.5	5
5	5	5	5
4	4	4	4.2
5	4	4.5	5
5	5	5	5
5	5	5	5
5	5	5	4.8
5	4	4.5	4.8
5	5	5	4.8
4	4	4	4.2
4	5	4.5	4.2
5	4	4.5	4.8
5	5	5	4.8
5	5	5	5



5	4	4.5	5
4	5	4.5	3.8
5	4	4.5	4.8
2	3	2.5	2.4
5	5	5	4.8
5	4	4.5	5
5	5	5	5
4	5	4.5	4.2
5	5	5	4.8
5	4	4.5	4.8
5	4	4.5	5
5	5	5	5
5	4	4.5	5
4	5	4.5	4.2
4	4	4	4.2
5	5	5	5
5	5	5	5
5	4	4.5	4.8
4	4	4	4
4	5	4.5	4.2
5	5	5	4.8
5	4	4.5	5
4	5	4.5	4.2
5	4	4.5	5
4	5	4.5	4.2
5	4	4.5	5
4	4	4	4.2
5	5	5	4.8
5	4	4.5	5
5	4	4.5	5
5	4	4.5	5
5	5	5	5
5	5	5	4.8
5	4	4.5	4.8
5	5	5	5
5	4	4.5	5
5	5	5	5
5	5	5	5
5	4	4.5	5
5	5	5	4.8

4	5	4.5	3.8
4	5	4.5	4
4	5	4.5	3.8
3	4	3.5	3.4
5	5	5	5
4	3	3.5	4.2
4	5	4.5	4.2
5	4	4.5	5
4	5	4.5	4.2
4	5	4.5	4
4	4	4	4.2
4	4	4	4.2
4	5	4.5	4.2
5	4	4.5	4.8
4	5	4.5	4
5	4	4.5	4.8
4	5	4.5	4.2
4	3	3.5	4.2
4	5	4.5	4.2
4	5	4.5	4
4	5	4.5	4.2
4	4	4	4
4	3	3.5	4.2
4	4	4	4.2
4	4	4	4.2
4	5	4.5	4.2
4	5	4.5	4

Interpretation

The Individual Factors have an average score of 4.42 out of 5, showing that respondents generally have strong individual abilities such as communication skills, confidence, and the ability to learn new tasks. The correlation with Workplace Adaptability is 0.888, indicating a strong positive relationship. This suggests that employees with better individual skills tend to adapt more easily to their workplace.

Performance of Fresh Graduate

I complete my assigned tasks within the given time.	I am able to meet the performance expectations of my organization.	My overall job performance has improved since joining the organization.	Average	Average-Dependent Variable
5	5	5	5	4.8
5	4	5	4.666667	4.8
5	4	4	4.333333	4
2	2	2	2	2.8
2	1	1	1.333333	1
4	5	5	4.666667	5
4	4	4	4	4
5	4	5	4.666667	4.2



5	5	5	5	5
4	4	4	4	4
5	5	5	5	5
3	3	3	3	3
5	5	5	5	4.8
5	5	5	5	5
5	4	5	4.666667	4.8
5	5	4	4.666667	4.8
5	5	5	5	5
5	5	5	5	4.8
4	4	5	4.333333	4.2
5	5	5	5	4.8
5	5	5	5	4.8
5	5	5	5	4.2
5	4	4	4.333333	4
4	4	5	4.333333	4
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4
4	4	4	4	4
5	4	5	4.666667	3.8
4	4	3	3.666667	4
4	4	4	4	4
4	4	4	4	4.8
3	3	1	2.333333	1.4
4	4	4	4	4
5	4	4	4.333333	4.8
4	4	4	4	4
4	5	5	4.666667	4
5	5	5	5	5
5	5	5	5	4.8
5	5	5	5	4.8
1	4	4	3	5
5	5	4	4.666667	1.8
5	5	5	5	4
3	3	3	3	3
3	3	3	3	3
4	4	4	4	4
5	5	5	5	4.8
4	4	4	4	4
5	5	5	5	4.6
5	4	4	4.333333	5
5	5	5	5	4.8
5	3	5	4.333333	5
4	4	4	4	3.2
5	4	4	4.333333	4.2
5	4	5	4.666667	4
5	5	5	5	5
4	4	4	4	4
5	4	4	4.333333	4.2
4	3	4	3.666667	4
4	4	4	4	3.2
4	4	3	3.666667	4.6
5	5	5	5	4
5	5	5	5	5



5	5	5	5	5
5	5	5	5	5
5	5	5	5	5
5	5	5	5	4.8
5	5	5	5	5
5	5	5	5	5
4	5	4	4.333333	5
5	4	4	4.333333	5
5	5	5	5	4.2
4	5	5	4.666667	5
5	5	5	5	5
5	4	5	4.666667	5
4	5	5	4.666667	4.8
4	5	4	4.333333	4.8
4	5	5	4.666667	4.8
5	5	5	5	4.2
5	5	4	4.666667	4.2
4	5	4	4.333333	4.8
4	5	5	4.666667	4.8
5	5	4	4.666667	5
4	5	4	4.333333	5
5	5	4	4.666667	3.8
4	4	4	4	4.8
4	4	5	4.333333	2.4
5	4	4	4.333333	4.8
4	5	5	4.666667	5
4	4	5	4.333333	5
5	5	5	5	4.2
4	5	5	4.666667	4.8
4	5	5	4.666667	4.8
4	5	5	4.666667	5
5	4	5	4.666667	5
5	5	4	4.666667	5
5	5	5	5	4.2
5	5	4	4.666667	4.2
5	5	4	4.666667	5
4	4	5	4.333333	5
5	4	5	4.666667	4.8
5	5	5	5	4
5	4	5	4.666667	4.2
4	4	5	4.333333	4.8
4	5	4	4.333333	5
5	5	5	5	4.2
5	5	5	5	5
5	4	5	4.666667	4.2
4	5	4	4.333333	4.8
5	4	4	4.333333	5
5	5	5	5	5
4	5	4	4.333333	5
5	5	5	5	5
4	4	4	4	5
4	4	4	4	5
5	5	4	4.666667	4.8
4	4	4	4	4.8
5	4	5	4.666667	5



4	4	4	4	5
4	4	5	4.333333	5
5	4	4	4.333333	5
4	5	5	4.666667	5
4	5	4	4.333333	4.8
5	5	5	5	3.8
4	5	5	4.666667	4
5	5	4	4.666667	3.8
3	4	4	3.666667	3.4
4	4	5	4.333333	5
5	5	5	5	4.2
5	4	5	4.666667	4.2
3	5	5	4.333333	5
5	5	5	5	4.2
4	5	5	4.666667	4
2	3	3	2.666667	4.2
5	4	5	4.666667	4.2
5	4	3	4	4.2
4	5	4	4.333333	4.8
4	5	5	4.666667	4
5	5	4	4.666667	4.8
4	5	4	4.333333	4.2
4	3	3	3.333333	4.2
5	5	4	4.666667	4.2
5	4	5	4.666667	4
4	4	5	4.333333	4.2
5	4	4	4.333333	4
4	3	3	3.333333	4.2
5	5	4	4.666667	4.2
5	5	4	4.666667	4.2
5	5	4	4.666667	4.2
4	5	4	4.333333	4

Interpretation

The Performance of Fresh Graduates has an average score of 4.43 out of 5, showing that respondents generally have good job performance. They are able to complete tasks on time, meet organizational expectations, and improve their

performance after joining the organization. The correlation with Workplace Adaptability is 0.563, indicating a positive relationship between performance and workplace adaptability.

Workplace Challenges

I found it difficult to adjust to the work environment during my initial months.	Understanding my job roles and responsibilities was challenging at the beginning.	I experienced difficulty balancing my workload during my early career.	I found it difficult to communicate effectively with my colleagues and managers.	The challenges I faced during my early career affected my ability to adapt to the workplace.	Average	average-Dependent
5	5	5	4	5	4.8	4.8
5	5	5	5	5	5	4.8
4	5	3	4	4	4	4
3	2	2	3	2	2.4	2.8
1	1	1	1	2	1.2	1
4	5	4	5	4	4.4	5



4	4	4	4	4	4	4
4	5	3	4	5	4.2	4.2
5	5	5	3	4	4.4	5
4	3	4	2	5	3.6	4
5	5	5	5	5	5	5
3	3	3	3	3	3	3
5	4	4	4	4	4.2	4.8
5	5	5	5	5	5	5
4	4	4	4	4	4	4.8
4	4	4	4	4	4	4.8
4	4	5	5	5	4.6	5
2	4	3	2	1	2.4	4.8
4	4	3	2	3	3.2	4.2
2	4	4	2	4	3.2	4.8
4	4	4	4	4	4	4.8
3	4	2	2	4	3	4.2
3	3	3	3	3	3	4
4	3	4	3	3	3.4	4
4	4	4	4	4	4	4
3	3	3	3	4	3.2	4
4	4	4	4	4	4	4
4	4	3	4	4	3.8	4
4	4	4	2	4	3.6	3.8
4	3	3	3	4	3.4	4
5	3	4	3	4	3.8	4
4	4	3	2	2	3	4.8
5	5	5	5	5	5	1.4
4	4	4	4	4	4	4
3	4	4	4	4	3.8	4.8
3	3	3	2	2	2.6	4
5	4	4	4	4	4.2	4
5	5	5	5	5	5	5
3	3	3	3	5	3.4	4.8
3	3	3	3	3	3	4.8
4	5	5	4	1	3.8	5
5	5	4	5	5	4.8	1.8
5	5	5	5	5	5	4
3	3	3	3	3	3	3
3	3	3	3	3	3	3
2	4	4	4	3	3.4	4
5	5	3	3	4	4	4.8
4	4	4	4	4	4	4
3	4	4	2	1	2.8	4.6
3	5	5	5	5	4.6	5
3	3	4	4	4	3.6	4.8
5	4	5	3	3	4	5
4	5	4	5	5	4.6	3.2
5	5	5	5	5	5	4.2
4	3	2	3	2	2.8	4
5	5	5	5	5	5	5
2	2	3	3	2	2.4	4
1	2	1	1	1	1.2	4.2



3	3	4	4	4	3.6	4
4	4	4	4	4	4	3.2
2	3	2	2	2	2.2	4.6
3	4	4	3	4	3.6	4
3	4	1	1	4	2.6	5
5	5	4	4	5	4.6	5
5	5	5	5	5	5	5
5	5	5	5	5	5	5
5	5	5	5	5	5	4.8
5	5	5	5	5	5	5
5	5	5	5	5	5	5
5	4	5	5	5	4.8	5
5	5	5	5	5	5	5
5	5	5	5	5	5	4.2
5	4	5	5	5	4.8	5
4	5	5	4	5	4.6	5
4	4	5	5	5	4.6	5
5	5	4	5	5	4.8	4.8
4	4	5	4	5	4.4	4.8
5	5	5	5	5	5	4.8
5	5	5	5	5	5	4.2
5	5	5	5	5	5	4.2
4	5	5	4	4	4.4	4.8
5	5	5	5	5	5	4.8
4	5	5	5	5	4.8	5
5	5	5	5	5	5	5
4	4	5	4	5	4.4	3.8
5	5	5	5	5	5	4.8
5	5	5	5	4	4.8	2.4
5	4	5	5	4	4.6	4.8
5	5	5	3	5	4.6	5
5	5	4	4	4	4.4	5
5	4	5	5	5	4.8	4.2
4	5	5	5	5	4.8	4.8
4	4	5	5	4	4.4	4.8
5	5	5	4	4	4.6	5
5	4	4	4	4	4.2	5
5	4	4	4	4	4.2	5
5	5	5	5	5	5	4.2
5	4	4	4	5	4.4	4.2
4	4	4	4	4	4	5
5	4	4	4	5	4.4	5
5	5	5	4	4	4.6	4.8
4	4	4	4	5	4.2	4
4	5	5	5	5	4.8	4.2
4	5	5	4	4	4.4	4.8
4	4	4	5	5	4.4	5
4	4	5	5	4	4.4	4.2
4	4	5	4	5	4.4	5
4	5	5	5	5	4.8	4.2
4	5	5	5	5	4.8	4.8
4	5	4	5	5	4.6	5



5	4	4	5	5	4.6	5
4	5	4	4	5	4.4	5
4	4	5	5	4	4.4	5
5	5	5	4	5	4.8	5
5	5	5	5	4	4.8	5
5	4	5	5	5	4.8	4.8
5	5	5	5	5	5	4.8
5	5	5	5	5	5	5
5	5	5	5	5	5	5
5	5	5	4	5	4.8	5
4	5	5	5	5	4.8	5
4	5	4	4	5	4.4	5
5	4	4	4	4	4.2	4.8
4	4	5	4	5	4.4	3.8
4	5	5	4	4	4.4	4
4	3	2	4	2	3	3.8
5	4	3	4	3	3.8	3.4
5	4	5	5	4	4.6	5
4	5	5	5	4	4.6	4.2
4	5	5	3	4	4.2	4.2
4	5	4	3	3	3.8	5
5	4	5	5	5	4.8	4.2
4	5	4	5	4	4.4	4
4	5	5	5	4	4.6	4.2
5	5	4	4	5	4.6	4.2
5	4	5	5	4	4.6	4.2
5	4	5	5	5	4.8	4.8
5	4	4	5	4	4.4	4
4	4	5	5	4	4.4	4.8
5	5	4	4	5	4.6	4.2
4	4	4	3	5	4	4.2
4	4	5	5	4	4.4	4.2
5	4	5	5	5	4.8	4
4	4	5	5	3	4.2	4.2
5	4	4	3	3	3.8	4
4	5	5	5	4	4.6	4.2
5	5	3	4	5	4.4	4.2
4	4	5	4	4	4.2	4.2
5	5	4	5	4	4.6	4.2
5	5	4	5	4	4.6	4

Interpretation

The Workplace Challenges have an average score of 4.21 out of 5, showing that respondents experienced challenges during their early career, such as adjusting to the work environment, understanding roles, managing workload, and communicating with colleagues. The correlation with

Workplace Adaptability is 0.348, indicating a positive relationship between workplace challenges and adaptability.

**Organizational Support**

My organization provided sufficient training when I joined.	My manager provides guidance whenever I need support.	My colleagues are supportive and help me learn new tasks.	My organization encourages learning and skill development.	The support provided by my organization has helped me adapt to my workplace.	Average	Average-Dependent variable
5	5	5	5	4	4.8	4.8
5	5	5	5	4	4.8	4.8
5	5	5	5	4	4.8	4
2	2	2	2	2	2	2.8
1	1	1	1	1	1	1
5	5	4	4	5	4.6	5
4	4	4	4	4	4	4
4	5	5	4	5	4.6	4.2
5	5	5	5	5	5	5
3	4	5	4	4	4	4
5	5	5	5	5	5	5
3	3	3	3	3	3	3
4	4	4	4	4	4	4.8
5	5	5	5	5	5	5
3	4	4	4	4	3.8	4.8
4	4	4	4	4	4	4.8
5	5	5	5	5	5	5
3	4	4	4	4	3.8	4.8
4	4	5	4	5	4.4	4.2
4	4	4	4	4	4	4.8
4	4	4	4	4	4	4.8
4	5	5	5	5	4.8	4.2
4	5	5	4	4	4.4	4
4	4	4	4	4	4	4
4	5	4	4	4	4.2	4
2	5	5	4	4	4	4
3	3	4	4	4	3.6	4
4	4	4	4	4	4	4
2	4	4	4	3	3.4	3.8
3	4	4	4	4	3.8	4
4	4	3	4	4	3.8	4
5	4	4	4	4	4.2	4.8
3	2	1	3	3	2.4	1.4
4	4	4	4	4	4	4
5	4	4	4	4	4.2	4.8
4	4	4	4	4	4	4
4	4	4	4	4	4	4
5	5	5	5	5	5	5
5	4	4	4	4	4.2	4.8
4	4	4	4	4	4	4.8
4	4	4	4	5	4.2	5
5	5	5	5	5	5	1.8
5	5	5	5	4	4.8	4
3	3	3	3	3	3	3



3	3	3	3	3	3	3
4	4	4	4	4	4	4
5	4	4	4	4	4.2	4.8
3	4	4	4	4	3.8	4
5	3	5	1	3	3.4	4.6
5	5	5	5	5	5	5
4	4	4	4	4	4	4.8
5	5	5	5	5	5	5
5	5	5	5	4	4.8	3.2
5	5	5	5	5	5	4.2
5	5	4	5	4	4.6	4
5	5	5	5	5	5	5
3	4	4	3	4	3.6	4
4	4	4	4	5	4.2	4.2
4	4	4	4	4	4	4
4	5	4	4	4	4.2	3.2
4	3	3	4	3	3.4	4.6
4	4	4	4	4	4	4
5	5	5	5	5	5	5
4	4	5	4	5	4.4	5
5	5	5	5	5	5	5
5	5	5	5	5	5	5
5	5	5	5	4	4.8	4.8
5	5	5	5	5	5	5
4	4	5	5	5	4.6	5
5	5	5	5	5	5	5
5	5	5	5	5	5	5
5	5	5	5	5	5	4.2
5	5	4	5	5	4.8	5
5	5	5	5	5	5	5
5	5	5	4	5	4.8	5
5	5	5	5	4	4.8	4.8
4	4	4	4	4	4	4.8
5	4	5	4	4	4.4	4.8
5	5	4	5	5	4.8	4.2
5	5	5	5	5	5	4.2
4	5	5	5	4	4.6	4.8
5	5	5	5	4	4.8	4.8
5	5	5	5	5	5	5
5	5	5	5	5	5	5
5	4	3	3	3	3.6	3.8
5	5	5	5	4	4.8	4.8
5	4	5	5	4	4.6	2.4
5	5	5	5	4	4.8	4.8
4	4	4	5	5	4.4	5
4	5	5	5	5	4.8	5
5	5	5	5	5	5	4.2
5	5	5	5	4	4.8	4.8
5	4	4	4	4	4.2	4.8
4	5	5	5	5	4.8	5
4	4	5	5	5	4.6	5
5	5	5	4	5	4.8	5



4	4	5	4	5	4.4	4.2
4	4	4	5	5	4.4	4.2
5	5	5	5	5	5	5
5	5	5	5	5	5	5
4	5	5	5	4	4.6	4.8
5	5	5	5	4	4.8	4
4	4	5	5	5	4.6	4.2
4	4	4	5	4	4.2	4.8
5	4	5	5	5	4.8	5
4	4	4	4	5	4.2	4.2
4	5	4	5	5	4.6	5
4	4	5	4	5	4.4	4.2
4	5	4	4	4	4.2	4.8
5	4	4	4	5	4.4	5
4	4	5	5	5	4.6	5
4	5	5	4	5	4.6	5
5	5	4	4	5	4.6	5
4	5	5	5	5	4.8	5
5	5	4	5	5	4.8	5
4	5	5	5	4	4.6	4.8
5	5	5	5	4	4.8	4.8
4	5	4	4	5	4.4	5
5	4	4	5	5	4.6	5
4	5	5	5	5	4.8	5
5	4	5	4	5	4.6	5
5	4	5	4	5	4.6	5
4	4	5	4	4	4.2	4.8
4	5	4	3	3	3.8	3.8
5	3	3	5	4	4	4
3	4	5	3	3	3.6	3.8
4	4	5	3	5	4.2	3.4
4	5	4	4	5	4.4	5
5	5	5	5	5	5	4.2
5	5	5	4	5	4.8	4.2
4	4	5	5	5	4.6	5
4	5	4	4	5	4.4	4.2
5	5	4	5	4	4.6	4
5	4	4	5	5	4.6	4.2
5	4	5	4	5	4.6	4.2
5	5	4	4	5	4.6	4.2
4	4	5	5	4	4.4	4.8
5	4	4	5	4	4.4	4
5	4	4	5	4	4.4	4.8
4	3	5	3	5	4	4.2
5	5	4	4	5	4.6	4.2
4	5	4	4	5	4.4	4.2
5	5	4	5	4	4.6	4
3	5	4	4	5	4.2	4.2
3	4	4	5	4	4	4
5	5	4	5	5	4.8	4.2
4	4	4	5	5	4.4	4.2
5	4	5	5	5	4.8	4.2



5	5	5	4	5	4.8	4.2
5	5	5	5	4	4.8	4

Interpretation

The average score for Organizational Support is 4.39 out of 5, which indicates a high level of support provided by the organization. The responses show that employees generally received training, manager guidance, colleague support, and opportunities for learning and skill development. The correlation between Organizational

Support and Workplace Adaptability is 0.612, indicating a positive relationship between the two variables. This means that higher organizational support is associated with better workplace adaptability among early-career employees. Overall, the findings suggest that organizational support plays an important role in helping employees adapt to their workplace.

Workplace Adaptability (Dependent Variable)

I can adjust quickly to changes in my workplace.	I am comfortable adapting to new tasks and responsibilities.	I can effectively handle changes in work procedures and requirements.	I can adjust to different working styles and team members.	I can manage unexpected situations at work effectively.	Average
5	4	5	5	5	4.8
5	4	5	5	5	4.8
4	4	4	4	4	4
3	2	3	3	3	2.8
1	1	1	1	1	1
5	5	5	5	5	5
4	4	4	4	4	4
4	5	4	4	4	4.2
5	5	5	5	5	5
4	4	4	4	4	4
5	5	5	5	5	5
3	3	3	3	3	3
5	4	5	5	5	4.8
5	5	5	5	5	5
5	4	5	5	5	4.8
5	4	5	5	5	4.8
5	5	5	5	5	5
5	4	5	5	5	4.8
4	5	4	4	4	4.2
5	4	5	5	5	4.8
5	4	5	5	5	4.8
4	5	4	4	4	4.2
5	4	5	5	5	4.8
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
4	4	4	4	4	4
4	3	4	4	4	3.8
4	4	4	4	4	4
4	4	4	4	4	4
5	4	5	5	5	4.8
1	3	1	1	1	1.4
4	4	4	4	4	4
5	4	5	5	5	4.8



4	4	4	4	4	4
4	4	4	4	4	4
5	5	5	5	5	5
5	4	5	5	5	4.8
5	4	5	5	5	4.8
5	5	5	5	5	5
1	5	1	1	1	1.8
4	4	4	4	4	4
3	3	3	3	3	3
3	3	3	3	3	3
4	4	4	4	4	4
5	4	5	5	5	4.8
4	4	4	4	4	4
5	3	5	5	5	4.6
5	5	5	5	5	5
5	4	5	5	5	4.8
5	5	5	5	5	5
3	4	3	3	3	3.2
4	5	4	4	4	4.2
4	4	4	4	4	4
5	5	5	5	5	5
4	4	4	4	4	4
4	5	4	4	4	4.2
4	4	4	4	4	4
3	4	3	3	3	3.2
5	3	5	5	5	4.6
4	4	4	4	4	4
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	4	5	5	5	4.8
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
4	5	4	4	4	4.2
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	5	5	5	5	5
5	4	5	5	5	4.8
5	4	5	5	5	4.8
5	4	5	5	5	4.8
4	5	4	4	4	4.2
4	5	4	4	4	4.2
5	4	5	5	5	4.8
5	4	5	5	5	4.8
5	5	5	5	5	5
5	5	5	5	5	5
4	3	4	4	4	3.8
5	4	5	5	5	4.8
2	4	2	2	2	2.4

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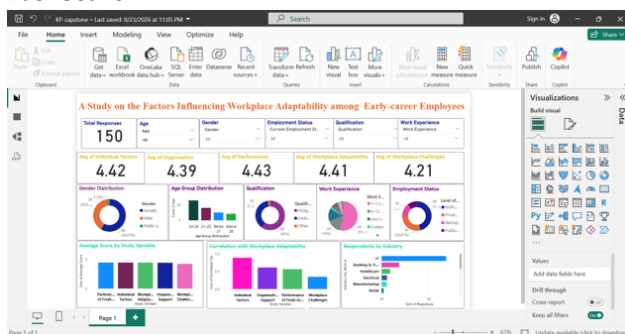


4	5	4	4	4	4.2
4	5	4	4	4	4.2
4	5	4	4	4	4.2
4	4	4	4	4	4
4	5	4	4	4	4.2
4	4	4	4	4	4
4	5	4	4	4	4.2
4	5	4	4	4	4.2
4	5	4	4	4	4.2
4	5	4	4	4	4.2
4	4	4	4	4	4

Interpretation

The average score for Workplace Adaptability is 4.41 out of 5, which indicates a high level of workplace adaptability among the respondents. The result shows that early-career employees generally feel comfortable adjusting to new tasks, workplace changes, new responsibilities, and different team members. It also suggests that respondents are able to learn from their work experiences and manage changes in the workplace effectively. Overall, the findings indicate that the respondents have a positive level of adaptability during the early stage of their careers.

Dashboard



Dashboard Interpretation

Total Respondents

The study has 150 respondents. These respondents are early-career employees and are the main participants of the study.

Average Scores

- Performance: 4.43/5
- Individual Factors: 4.42/5
- Workplace Adaptability: 4.41/5
- Organizational Support: 4.39/5
- Workplace Challenges: 4.21/5

Interpretation

All the study variables have relatively high average scores. Workplace Adaptability has an average score of 4.41 out of 5, showing that respondents generally reported a positive level of adaptability.

Gender Distribution

From the dashboard:

- Female: 88 respondents (58.67%)
- Male: 59 respondents (39.33%)
- Prefer not to say: 3 respondents (2%)

Interpretation

The majority of respondents are female, while male respondents form the second-largest group.

Age Distribution

The dashboard shows respondents from different age groups:

- Below 21
- 21–23
- 24–26
- Above 26

Interpretation

The respondents are from different age groups, with the 24–26 age group appearing to have the highest number of respondents. This provides representation from different stages of early-career employees.

Qualification

Your dashboard shows:

- Postgraduate: 90 respondents (60%)
- Undergraduate: 56 respondents (37.33%)
- Other: 4 respondents (2.67%)

Interpretation

Most respondents are postgraduates, followed by undergraduate respondents.

Work Experience

The dashboard includes different experience categories such as:

- Less than 2 years
- 2 years
- 4 years
- 6–12 months
- Other categories



Interpretation

The respondents have different levels of work experience, which helps the study understand workplace adaptability among employees at different early-career stages.

Employment Status

The dashboard shows respondents from different employment categories, including:

- Private
- Public
- Startup
- Multinational
- Other categories

Interpretation

The respondents come from different types of organizations. This gives the study a broader view of workplace adaptability across different employment environments.

Average Score by Study Variable

Your results show:

- Performance – 4.43
- Individual Factors – 4.42
- Workplace Adaptability – 4.41
- Organizational Support – 4.39
- Workplace Challenges – 4.21

Simple interpretation

Among the study variables, Performance has the highest average score (4.43), followed closely by Individual Factors (4.42).

Workplace Challenges has the lowest average score (4.21) among the variables shown.

This means respondents generally gave positive responses across all the study areas.

Correlation with Workplace Adaptability

Your dashboard shows:

Variable	Correlation
Individual Factors	0.89
Organizational Support	0.61
Performance	0.56
Workplace Challenges	0.35

Simple interpretation

- Individual Factors – 0.89: Strong positive relationship with Workplace Adaptability.
- Organizational Support – 0.61: Positive relationship.
- Performance – 0.56: Positive relationship.
- Workplace Challenges – 0.35: Positive but comparatively weaker relationship.

Respondents by Industry

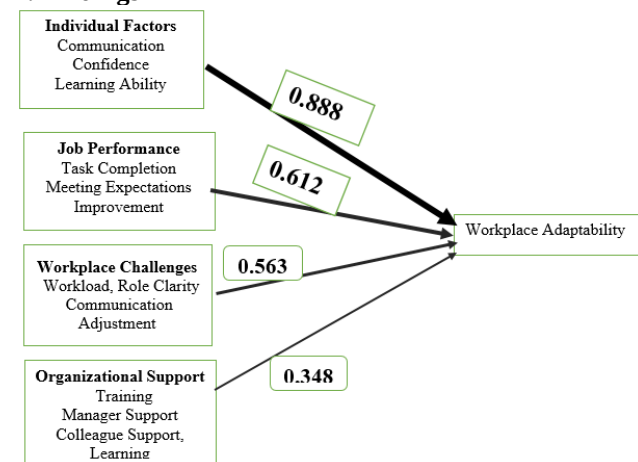
Your dashboard shows respondents from industries such as:

- IT
- Banking & Finance
- Healthcare
- Electrical
- Manufacturing
- Retail

Interpretation

The largest group of respondents appears to be from the IT industry, followed by Banking & Finance and other industries.

2. Findings



Correlation of Study Variables with Workplace Adaptability

Based on the analysis of 150 respondents, the major findings of the study are:

- Individual Factors: The average score for Individual Factors is 4.42 out of 5, showing that communication, confidence, and learning ability are strong among the respondents. It has a strong positive correlation of 0.888 with Workplace Adaptability.
- Job Performance: The average score for Job Performance is 4.43 out of 5, indicating that respondents generally perform their tasks well, meet expectations, and show improvement in their work. Its correlation with Workplace Adaptability is 0.563, showing a positive relationship.
- Organizational Support: The average score for Organizational Support is 4.39 out of 5, showing that employees generally receive training, guidance, colleague support, and learning opportunities. Its correlation with Workplace Adaptability is 0.612, indicating a positive relationship.
- Workplace Challenges: The average score for Workplace Challenges is 4.21 out of 5. The findings show that employees experience challenges related to workload, role clarity, communication, and adjustment



during the early stage of their careers. The correlation with Workplace Adaptability is 0.348, indicating a positive relationship.

- Workplace Adaptability: The average score for Workplace Adaptability is 4.41 out of 5, indicating a high level of adaptability among respondents. Overall, employees are able to adjust to new tasks, workplace changes, responsibilities, and different people at work.

Discussion

The findings show that Workplace Adaptability is generally high among early-career employees, with an average score of 4.41 out of 5. Individual Factors have the strongest relationship with Workplace Adaptability, with a correlation of 0.888. This indicates that communication skills, confidence, and learning ability are closely related to employees' ability to adapt to the workplace.

Job Performance also shows a positive relationship with Workplace Adaptability (0.563), suggesting that employees who are able to complete tasks, meet expectations, and improve their performance may adapt better to their work environment. Similarly, Organizational Support has a positive correlation of 0.612, showing that training, manager guidance, colleague support, and learning opportunities can support employees in adapting to the workplace.

Workplace Challenges have a lower positive correlation of 0.348 with Workplace Adaptability. This shows that challenges such as workload, role clarity, communication, and adjustment are related to adaptability, but the relationship is weaker compared with the other factors. Overall, the findings indicate that individual abilities, job performance, and organizational support are important factors associated with workplace adaptability among early-career employees.

3. Managerial Implications

The findings of the study provide useful implications for managers and organizations in improving workplace adaptability among early-career employees.

- Improve communication and confidence: Managers should encourage employees to communicate openly, ask questions, and share their ideas. This can help improve confidence and workplace adjustment.
- Provide proper training: Organizations should provide suitable training when employees join the organization and whenever they are given new tasks. This can help employees learn their roles more easily.
- Give regular guidance and feedback: Managers should provide clear instructions, guidance, and feedback to early-career employees. This can help them understand their responsibilities and improve their performance.
- Create a supportive work environment: Colleagues and managers should support new employees when they

face difficulties. A supportive environment can help employees learn new tasks and adjust to workplace changes.

- Manage workplace challenges: Organizations should pay attention to workload, role clarity, and communication problems. Clear job responsibilities and proper workload management can make it easier for early-career employees to adapt.

Overall, managers can improve workplace adaptability by focusing on employee development, training, communication, guidance, and organizational support.

V. CONCLUSION AND RECOMMENDATIONS

1. Conclusion

The study titled "A Study on the Factors Influencing Workplace Adaptability among Early-career Employees" was conducted to understand how employees in the early stage of their careers adjust to their workplace and to examine the factors associated with their adaptability. The study focused on Individual Factors, Job Performance, Workplace Challenges, and Organizational Support in relation to Workplace Adaptability.

The study used a descriptive research design and quantitative approach. Primary data were collected from 150 respondents through a structured questionnaire using Google Forms and a five-point Likert scale. The collected data were analyzed using Microsoft Excel and Power BI, mainly through average and correlation analysis.

The results show that the respondents generally have a high level of workplace adaptability. The average scores were 4.42 for Individual Factors, 4.43 for Job Performance, 4.39 for Organizational Support, 4.41 for Workplace Adaptability, and 4.21 for Workplace Challenges. These results show that respondents generally gave positive responses across the study variables, while also experiencing some workplace challenges during the early stage of their careers.

The correlation analysis shows that Individual Factors have the strongest positive relationship with Workplace Adaptability ($r = 0.888$). This highlights the importance of communication skills, confidence, and learning ability in helping employees adjust to their workplace. Organizational Support ($r = 0.612$) and Job Performance ($r = 0.563$) also show positive relationships with Workplace Adaptability. Workplace Challenges ($r = 0.348$) show a lower positive relationship compared with the other factors.

The study therefore indicates that workplace adaptability among early-career employees is associated with both personal abilities and workplace support. Employees who



develop communication, confidence, and learning abilities may be better prepared to adjust to their work environment. At the same time, proper training, manager guidance, colleague support, clear job responsibilities, and continuous learning opportunities can provide useful support during the early career stage.

Overall, the study concludes that workplace adaptability is an important part of the early career stage. Organizations can support early-career employees by providing proper training, clear responsibilities, regular guidance, teamwork, workload support, and continuous learning opportunities. These measures can help employees understand their roles, improve their skills, manage workplace challenges, and adjust better to their professional environment. The study also provides useful information for organizations, educational institutions, management students, and future researchers interested in workplace adaptability and early-career employees.

2. Recommendations and Implementation Plan

Based on the findings of the study, the following recommendations are suggested:

Recommendations

Improve Communication and Confidence

- Organizations should conduct communication and confidence-building activities.
- Employees should be encouraged to communicate openly and share their ideas.

Provide Proper Training

- Organizations should provide proper induction and job-related training to new employees.
- Training should also be provided when employees receive new tasks or responsibilities.

Increase Manager Support

- Managers should provide regular guidance and feedback to early-career employees.
- Employees should be encouraged to ask questions and clarify their doubts.

Encourage Teamwork and Peer Support

- Experienced employees should help new employees understand tasks and workplace practices.
- Team members should create a supportive environment for learning.

Improve Role Clarity and Workload Management

- Organizations should clearly explain job responsibilities and expectations.
- Managers should monitor workload and provide support when employees face difficulties.

Provide Continuous Learning Opportunities

- Organizations should provide workshops, training programs, and opportunities to learn new skills.
- Employees should be encouraged to continuously improve their knowledge and abilities.

Implementation Plan

Identify Employee Needs

HR and managers should identify the training, communication, workload, and role-related needs of early-career employees.

Provide Initial Support

Provide induction training, clear job responsibilities, manager guidance, and colleague support when employees join.

Conduct Development Activities

Organize regular training, communication activities, feedback sessions, and skill-development programs.

Monitor Employee Progress

Managers should regularly review employee performance, challenges, workload, and adjustment to the workplace.

Collect Feedback

HR should collect feedback from early-career employees to understand their difficulties and support requirements.

Review and Improve

Based on employee feedback and performance, organizations should make necessary improvements to training, support, workload, and learning opportunities. Overall, the implementation plan focuses on improving communication, training, managerial support, teamwork, role clarity, workload management, and continuous learning to help early-career employees adapt effectively to the workplace.

3. Limitations and Future Scope

Limitations of the Study

The study has the following limitations:

- Limited Sample Size: The study was conducted with 150 respondents, so the findings may not represent all early-career employees.
- Limited Career Experience: The study mainly focuses on employees in the early stage of their careers, particularly those with limited work experience. Therefore, the findings may not apply to employees with longer work experience.
- Use of Convenience Sampling: Respondents were selected based on their availability and accessibility. Therefore, the sample may not fully represent the wider population.
- Limited Study Variables: The study focuses mainly on Individual Factors, Job Performance, Workplace



Challenges, and Organizational Support. Other factors that may be related to adaptability were not included.

- Self-Reported Responses: The data were collected through a questionnaire, so the findings are based on the respondents' own opinions and experiences.
- Cross-Sectional Study: The data were collected at one point in time. Therefore, the study does not examine how workplace adaptability may change as employees gain more experience.

Future Scope of the Study

The study provides opportunities for further research in the following areas:

- Larger Sample: Future studies can include a larger number of respondents from different organizations and locations.
- Different Industries: Future researchers can compare workplace adaptability across industries such as IT, banking, healthcare, manufacturing, retail, and education.
- Longitudinal Study: Future research can follow employees over a longer period to understand how their adaptability changes as they gain work experience.
- Additional Factors: Future studies can include factors such as work stress, leadership style, career development, work-life balance, organizational culture, and employee engagement.
- Comparison of Employees: Future research can compare fresh graduates, interns, and employees with different levels of work experience to understand differences in workplace adaptability.
- Qualitative Research: Interviews or focus groups can be used along with questionnaires to understand employees' experiences and workplace challenges in greater detail.
- Overall, future research can provide a broader understanding of workplace adaptability by using larger samples, different industries, additional factors, and different research methods. This can help organizations better understand and support employees during the early stages of their careers.

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