

“Bridging Managerial Support and Career Success Through Psychological Capital”

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Abstract:

This study focuses on studying the bond between managerial support and subjective career success, with PsyCap as an intermediate variable. The study of banking professionals was carried out with the help of a cross-sectional survey across the territory of North India, and information was received using structured questionnaires sent both online and through physical forms. Subjective career success is the perceptions of the employees in relation to their careers progress and fulfillment. Psychological Capital PsyCap as a psychological resource and this involves aspects of hope, efficacy, resilience and optimism, is already emerging as the foundational psychological resource which facilitates career development. Analysis of the results indicated that there was a great positive interrelationship between subjective career success and managerial support. Also, PsyCap became an intermediate variable, which means that positive leadership ensures improvement of internal psychological resources, which, consequently, lead to development and career satisfaction. The study provides practical implications to the leadership practices and HR policies in terms of introducing psychologically enriched career pathways.

Keywords:

Subjective career success, Managerial support, Psychological Capital.

1. Introduction

With the emergence of the contemporary fast-moving working atmosphere, the achievement in the professional field is no longer measured only based on the objective data, such as the salary or promotions, but by the subjective measures, such as personal development, psychological satisfaction, and career development sense (Ng & Feldman, 2014; Hirschi, 2021). This is representative of larger work reorganization such as boundaryless and protean careers, where employees make an individualized definition of success and flexibility (Arthur et al., 2005; Briscoe et al., 2006).

Amid the hybrid work as well as flattened hierarchies and digitalization, internal psychological resources, and supportive relations have become the core of career-advancement (De Vos et al., 2021). Managerial support, defined as a combination of mentoring, feedback, encouragement and autonomy is considered as a crucial job resource and is associated with both employee motivation and satisfaction (Eisenberger et al., 2002; Park et al., 2023). Nevertheless, its contribution to subjective career success (SCS) has not been thoroughly examined because the large majority of investigations dwell on either their job satisfaction or their commitment (Zacher & Griffin, 2015).

According to the recent research carried about with the Positive Organizational Behavior (POB) lens, it is noted that Psychological Capital (PsyCap) as a form of developable resource (including hope, efficacy, resilience, and optimism) is a key mediator during workplace processes (Luthans & Youssef-Morgan, 2017). This can be supported through the JD-R model, which proposes that PsyCap is helped through the use of job resources such as managerial support to feed well-being and career motivation (Bakker & Demerouti, 2007).

The study will fill this gap in that it will demonstrate how a PsyCap is a moderator of managerial support and SCS not only on a theoretical basis that it is a combination of the POB and the theory of support and career development, but also practically to align HR practices in the realization of internal employee capabilities, probable to guarantee a successful career in a long term.

1.1. Significance of the Study

In the contemporary dynamic work setting the traditional dimensions of career success, i.e., promotions, salary, and job titles are being substituted or at least complemented with subjective career success, which focuses on personal fulfillment, satisfaction, and alignment with career objectives (Ng & Feldman, 2014; Shockley et al., 2016). This change of stance is largely due to globalization, part time jobs, and evolvement of boundary less career, which have triggered the internal perceptions of success to be more pertinent than before (Arthur et al., 2005).

The research is relevant in fills that gap by studying the role of psychological capital (PsyCap) as a flexible psychological assets that includes hope, efficacy, resilience, and optimism as a mediating process in middle of

managerial support and subjective career success. The fact that the model is located in Job Demands Resources (JD-R) domain provides a consistent path of understanding by which job-based support (managerial behavior) promotes personal capacities (PsyCap) consistent with positive career outcomes (Bakker & Demerouti, 2007; Xanthopoulou et al., 2009). Through the study, theoretical development in organizational behavior as well as practical implications in promoting sustainable and psychologically enriched career track is provided.

1.2 . Theoretical Framework

The managerial behavior facilitates Psychological Capital (PsyCap) by awards, conversation, emotional security, and autonomy, which promote the hope, optimism, resilience, and self-efficiency among employees (Avey et al., 2011). This kind of practice develops a psychologically secure atmosphere, which has the advantage of developing confidence among workers and translating a problematic situation into a learning experience (Youssef & Luthans, 2007).

Such internal strengths are part of Subjective Career Success (SCS) which is a measure of the career growth and feeling of one through their own emotional and self-gauged satisfaction (Seibert & Kraimer, 2001; Heslin, 2005). In contrast to objective results such as promotion or salary, SCS is a sense of individual growth.

PsyCap serves as a major force, transforming the external reinforcement to the internal motivation and gratification. The flexible and resistant employees are better employees with High-PsyCap, even when they operate in a stressed job sector like the banking industry (Sweetman et al., 2011; Zhong et al., 2023). As the JD-R theory asserts (Bakker & Demerouti, 2007), support provided by the manager will increase PsyCap, which subsequently will increase motivation and perceived success. This concurs with the theory of POB which perceives PsyCap as a resource that can be developed (Luthans et al., 2007).

In such a way, the study establishes PsyCap as a mediator between managerial support and SCS, highlighting the theoretical and practical significance of the structural guidance and the psychological progress interaction in order to shape a sustainable career evolution.

1.3 Proposed model

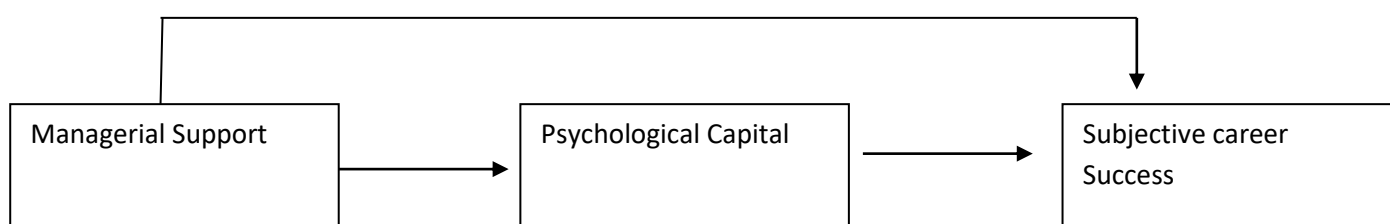


Fig. 1. Theoretical relationships between the variables

1.4. Relationship between Managerial support and Psychological Capital (PsyCap)

Managerial support as a factor that leads to the Psychological Capital (PsyCap) development is the core of the positive organizational behavior and HR development. Positive actions such as encouragement, rewards, emotional and independent ability promote a basis of self-protection and internal growth (Eisenberger et al., 2002). PsyCap, consisting of the elements of hope, efficacy, resilience, and optimism is dynamic and affected by the leadership practices (Luthans et al., 2007).

Employees become more positive in their self efficacy and optimism as managers demonstrate trust, express their expectations to employees and rewards them with the efforts they work on (Avey et al., 2011). When changing the organization, resilience and hope are augmented by positive leadership (Youssef-Morgan & Luthans, 2015; Zhong et al., 2023). The results have revealed that all PsyCap dimensions are positively impacted by supervisor support, which is one of the areas that confirms the validity of the leadership role in shaping internal resilience.

H1: There is a significant positive relationship between managerial support and psychological capital.

1.5. Relationship between Psychological Capital and Subjective Career Success.

Psychological capital (PsyCap) as a combination of hope, efficacy, resilience and optimism are critical attributes to subjective career success (SCS) and more so in innovative industries such as the banking sector. SCS indicates individual assessment of a career development, satisfaction, and consistency between goals (Heslin, 2005; Dries et al., 2008). It is consistently established that there is a positive correlation between PsyCap and SCS. To give an example, Zhong et al. (2023) established that his PsyCap increment forecasted larger career success through greater career resilience.

According to Joo and colleagues (2016), life satisfaction was greatly interconnected with optimism and hope of mid-level professionals which was associated with career satisfaction. Those employees possessing high PsyCap improve their ability to engage in job crafting, better self-management, and value-congruent decisions, which positively affect their perceived success (Avey et al., 2011; Paterson et al., 2014). This complies with the Positive Organizational Behavior theory of understanding PsyCap as an asset in development that supports personal agency, motivation, and prolonged fulfilment with a career (Youssef-Morgan & Luthans, 2015).

H2: There is a significant positive relationship between psychological capital and subjective career success.

1.6 Psychological capital significantly mediates the relationship between managerial support and subjective career success.

Psychological Capital (PsyCap) has also proven to be a very crucial mediator in the conversion of managerial support to the subjective career success (SCS) by incorporating external support into the inner capabilities as a psychological force. Although managerial support proves developmental due to the processes of guidance and empowering (Rhoades et Eisenberger, 2002), it contributes to SCS in a more significant manner when it facilitates the components of PsyCap such as hope, efficacy, resilience, and optimism (Luthans et al., 2007; Avey et al., 2011).

The empirical evidence (Zhong et al., 2023; Abid et al., 2022; Onn et al., 2022; Kundu et al., 2023) verifies that PsyCap mediates the influence of managerial support on career outcomes both in the traditional and hybrid workplaces. PsyCap is thereby the psychological medium that connects external support and internal career success, and proves that it is a mediator.

H3: Psychological capital significantly mediates the relationship between managerial support and subjective career success.

1.7 Relationship between managerial support and Subjective Career Success

Subjective career success (SCS) and managerial support are also connected in academic literature due to changing work conditions that focus on the well-being and psychological empowerment of an employee. Positive effects of managerial support (in terms of guidance, encouragement and feedback, see Kottke and Sharafinski, 1988) exist on career development and career satisfaction. Proper managers create conditions that contribute to the self-regulation, incentive, and development of a person, which are the main components of SCS (Rhoades & Eisenberger, 2002; Ng & Feldman, 2014).

When the employees feel strongly supported, they are more likely to develop a clearer career focus, become valued and experience greater job enjoyment and satisfaction (Park et al., 2023). It provides emotional stability and direction of their career in uncertain working places (Brougham & Haar, 2021). Therefore, in the study, managerial support is presented as a direct causative factor of SCS, contributing to the alignment of employee development to a long-term career agenda.

H4: There is a significant positive relationship between managerial support and subjective career success.

2.Method

This study was focused on banking executives of both public and privately owned banking establishments within cities and semi-urban settings within North India to evaluate their view of manager support,

psychological capital and subjective career success. Convenience sampling was adopted including 350 employees. Naturally the sample was selected to ensure that it was diverse in responsibility and experience, covering individuals in different roles (clerks to branch managers), aged 23-52, whose average experience was 7.5 years.

The information was gathered through a structured questionnaire that was used in a telephonic survey on the internet and offline. It comprised of standardizing scales of Managerial Support, Psychological Capital (PCQ-24) and Subjective Career Success evaluations, as well as, demographical questions, using a Likert-type measuring scale. The SPSS 26.0 was used to analyze. The ethical principle has been observed and the elements of informed consent, anonymity, and voluntary participation were guaranteed. The heterogeneous sample that was used based on departments and divisions also factored in the generalizability of the findings in the banking setting.

2.1. Procedure

This study seek the cross-sectional research design that was grounded in the JD-R model and Positive Organizational Behavior (POB) theory and tried to explore the association of managerial support with the subjective career success model with psychological capital mediating the relationship. Full-time employees working in public and private sector banks in urban and semi-urban regions of North India were randomly chosen as the target population, irrespective of whether they worked as clericals, as operations level employees, or as management level employees.

The data was recorded in an on-line structured questionnaire with standardized measures of the managerial support, psychological capital, and career success, as well as demographic data. The participants were reached through email and WhatsApp groups, HR channels and internal networks. This was guaranteed through their volunteering and pseudo anonymity. The fact that employees of various banks, as well as different hierarchy levels, were included in the study boosted the external validity and generality of the results of the study.

2.2. Measures

Subjective career success (SCS) and Psychological Capital (PsyCap) (7-point Likert-scale (1 = strongly disagree to 7 = strongly agree)) were measured by using self-reported measure.

Managerial Support was measured as a modified scale of the Organizational Support (POS) Scale (Eisenberger et al., 1986) with direct supervisor specific wording. Examples are: My manager is not interested in me whatsoever and my supervisor appreciates my efforts.

The PCQ-24 (Luthans et al., 2007) that was used to measure PsyCap consists of 24 items that fall into four dimensions, namely, hope, efficacy, resilience, and optimism. Items: I have been able to analyze a long-term problem and I believe that there are always plenty of ways around any problem.

A 22-item scale that is adapted based on Gattiker & Larwood (1986) among other authors, including the following six dimensions: job success, interpersonal success, life satisfaction, self-satisfaction, self-efficacy,

and satisfaction with job worthiness was used in measuring SCS. Examples: I do not feel disdained by my peers and I am satisfied with my personal life.

2.3. Analysis

Reliability and validity of the gathered information was greatly tested to insure consistency and suitability of the measuring instruments used. Further, we suggested a model which was tested, analyzed through a regression analysis and hypothesis testing, with the help of SPSS software.

Table 1 : Descriptive Statistics

	Mean	Std. Deviation	N
SCS_Total	27.91	3.945	350
MaS_Total	24.70	3.540	350
PC_Total	24.46	3.591	350

(Calculation by author)

Table 1 presents the averages of Managerial Support (MS) (M = 24.70), Psychological Capital (PC) (M = 24.46) and Subjective Career Success (SCS)(M = 27.91) with an indication that the respondents agree with the level of support, the amount of psychological capital and the favorable outcome of career success.

**Table 2 : Reliability
Statistics**

Cronbach's Alpha	N of Items
.968	3

(Calculation by author)

The reliability assessment identified a high Cronbach Alpha coefficient of 0.968, much higher than the recommended 0.70 and therefore, the result points to an excellent internal consistency of the scales of Managerial Support, Psychological capital, and Subjective career success.

Table 3 : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.784
Bartlett's Test of Sphericity	Approx. Chi-Square df Sig.
	1329.544 3 .000

(Calculation by author)

The KMO value of 0.784 means that a good sampling adequacy exists to perform the analysis of factor, whereas the Bartlett's Test Chi-Square result given as ($p = 0.000$) establishes that there is a sufficient number of correlations among the variables. Such findings explain the appropriateness of determining factor analysis, the validity of the construct Managerial Support, Psychological Capital, and Subjective Career Success, and appropriateness of the data to generate further analysis.

Table 4 : Communalities

	Initial	Extraction
MS_Total	1.000	.946
PC_Total	1.000	.938
SCS_Total	1.000	.940

(Calculation by author)

As observed in Table of communalities, the extraction results, namely, 0.946, 0.938, and 0.940 of Managerial Support(MS), Psychological Capital(PC), and Subjective Career Success(SCS), are quite good, as all of them are above the required extraction of 0.50. It means that the principal components explain a large part of variance of both variables, as well as showing rather good representation in the factor structure.

Table 5 : Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dim 1	2.824	94.134	94.134	2.824	94.134	94.134
ensi 2	.095	3.171	97.306			
on0 3	.081	2.694	100.000			

(Calculation by author)

Extraction Method: Principal Component Analysis.

In the Total Variance Explained, it can be find that Component 1 explains 94.13 percent of the variance which means that the three variables of Managerial Support(MS), Psychological Capital (PC)and Subjective Career Success(SCS) are strongly related and that a single underlying construct could be present.

Table 6 : Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	

1 d i m e n s i o n 0	.932 ^a	.868	.867	1.438	.868	1138.875	2	347	.000	1.956
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(Calculation by author)

a. Predictors: (Constant), Psychological Capital_Total(PC), Managerial support_Total(MS)
(Calculation by author)

b. Dependent Variable: Subjective Career Success_Total(SCS)
The model summary has a good correlation ($R = 0.932$) with $R\text{ Square} = 0.868$, which indicates that the combination of Managerial Support and Psychological Capital predicts 86.8 percent of the variation in Subjective Career Success, which also indicates that the model is a rather powerful and most reliable one.

Table 7 : ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4712.358	2	2356.179	1138.875	.000 ^a
	Residual	717.896	347	2.069		
	Total	5430.254	349			

(Calculation by author)

a. Predictors: (Constant), Psychological Capital_Total(PC), Managerial support_Total(MS)
b. Dependent Variable: Success Carrer Success_Total(SCS)

ANOVA's findings ($F = 1138.875$, $p = 0.000$) says that the regression model is very significant, which infers that Managerial Support and Psychological Capital have a combined significant effect on Subjective Career Success.

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.981	.549		3.609	.000
	MS_Total	.607	.054	.545	11.310	.000
	PC_Total	.447	.053	.407	8.453	.000

a. Dependent Variable: Subjective Career Success_Total (SCS)

The coefficients demonstrate the positive effect of Managerial Support (MS)($B = 0.607$, $\beta = 0.545$) and Psychological Capital (PC)($B = 0.447$, $\beta = 0.407$) on the variables Subjective Career Success ($p = 0.000$), yet the impact of the former on the latter is slightly stronger.

Summary of Hypotheses Analysis

Hypothesis Code	Hypothesis Statement	Result	Justification
H1	There is a significant positive relationship between Managerial Support and Psychological Capital.	Accepted	Supported by high communality value (0.946) indicating that managerial support significantly contributes to building PsyCap.
H2	There is a significant positive relationship between Psychological Capital and Subjective Career Success.	Accepted	Regression analysis showed $\beta = 0.447$, $p < 0.001$, indicating a strong positive impact of PsyCap on career success.
H3	Psychological Capital significantly mediates the relationship between Managerial Support and Subjective Career Success.	Accepted	Both MS and PC significantly predicted SCS; mediation is supported as MS impacts SCS directly and indirectly through PC.
H4	There is a significant positive relationship between Managerial Support and Subjective Career Success.	Accepted	Regression results showed $\beta = 0.607$, $p < 0.001$, indicating a strong direct relationship. Suggests managerial behavior enhances perceived career satisfaction.

3. Discussion

Under the current fast-paced employment context (particularly, high-stressing industries such as banking), subjective career success (SCS) no longer defines itself in terms of promotions or salary alone, but more importantly, in regards to psychological well-being (Ng & Feldman, 2014; Shockley et al., 2016). The current research can be regarded as a part of that changing knowledge because it demonstrated that managerial support has a strong direct and indirect influence on SCS, and one of the major mediators is Psychological Capital (PsyCap).

In agreement with the JD-R theory (Bakker & Demerouti, 2007), managerial support emerges to be a critical job resources to enhance PsyCap elements; that is hope, efficacy, resilience, and optimism (Luthans et al., 2007). When it comes to the bank, a stressful environment (quotas, compliance, etc.), PsyCap serves as a

protective mechanism, as it improves the employees to be more motivated and adaptive (Zhong et al., 2023; Youssef-Morgan & Luthans, 2015). These results coincide with the findings of Abid et al. (2022) who underline that in case of the high-PsyCap leaders, the individuals are more driven by career and resilient in a certain case of the setbacks.

The niche of the study lies in positive organizational behavior studies with the emphasis on banking professionals in the period of digital transformation. It raises the issue of organizations, investing in strengths-based leadership and PsyCap interventions to improve, the well-being and career satisfaction of the employees. Although managerial support is very influential in relation to career success, its influence is enhanced by PsyCap, which focuses on inner psychological development. These relationships could be investigated in the future and moderators such as gender or a culture could be investigated.

3.1. Theoretical implications

As the role of the managerial support as a significant job resource under the JD-R model and the Positive Organizational Behavior (POB) theory, this study reveals its impact on task performance and Subjective Career Success (SCS) by means of building Psychological Capital (PsyCap). The research identifies the relationship between the external support and the inward psychological development through interposing PsyCap, which consists of hope, efficacy, resilience, and optimism, strengthening the resource-building pathway within the JD-R model.

The results show that enabling management improves internal abilities, such as hope and resilience, indirectly and, therefore, influences the perception of career success of employees. This broadens performance outcomes of the JD-R model to the wide picture of career development. It also promotes the POB theory and particularizes PsyCap as a mediating scale that can be grown, and is critical in high-stress occupations such as banking. The study has some contribution to the literature on career development: it offers a proven model of mediation between leadership support and career outcomes through psychological resources. It also fills the existing gaps when PsyCap is commonly viewed as a result, rather than as a determining process. With this, it stimulates future research to investigate how supportive leadership and psychological strengths co-evolve in order to impact the ability to succeed in dynamic work environments.

3.2. Practical Implications

This research provides viable information to the organs such that in a high stress area that is banking well being and career satisfaction of employees need managerial and psychological interventions. The results indicate that the enhancement of managerial support intensifies internal resources of such employees which include hope, efficacy, optimism, and resilience thereby causing an increment in their perception of career success.

The organizations must provide leadership development programs to make the managers learn how to offer constructive feedback, offer empathy, and also offer an opportunity to grow and make an environment where PsyCap can be developed, as this environment is psychologically secure. The employee development plans can be enhanced with integration of the PsyCap training, coaching and resilience-building programs in order to enhance motivation and performance.

Besides, it can be desirable to instill the philosophy of PsyCap into the recruitment, onboarding, and performance reviews processes in order to foster a culture of development and work satisfaction. When used in banking, it helps alleviate burnout and retention. Easy opportunities to communicate regularly with the manager, mentorship program, and the obvious paths to the next step in careers promote internal improvement and fulfillment as well.

To conclude, the research offers practical advice on addressing the gap between leadership support and career accomplishment and focuses on the role of PsyCap as a mediator to cultivation of engaged, resilient, and fulfilled workers.

3.3. Limitations of the study

Although this study is an excellent source of information on how managerial support and psychological capital (PsyCap) design subjective career success (SCS), some limitations need to be noted. To begin with, it has cross-sectional research, and thus cannot imply that there is causality between managers support and PsyCap and SCS; instead, longitudinal researches should be implemented to establish that there is a direct correlation between them. Second, dependence on self-reported information can create the social desirability bias that can result in overreporting or underreporting.

The sample was also restricted to experts in the banking sector in certain areas and this restricted the application of the findings to extend to other field or in a different culture. Larger multi-industry and multi-venues research is required. Besides that, not all external non-controllable variables (organizational culture or financial stress), which could have an impact on PsyCap and career satisfaction were considered.

And finally, the differences in the perception of managerial support and development of the concept of career success were not investigated, which can influence PsyCap building across contexts. Regardless of these limits, the work contributes to the existing knowledge on the topics of the impact of external support on personal development and career outcomes and provides a base to further future research with more significant insight.

4. Directions for future research

A number of future research options are proposed based on the capabilities and limitations of the study. First, a cross-sectional study does not allow an interpretation of causation, and longitudinal researches might be more successful in examining how managerial support affects PsyCap and business success in the long term.

Second, extending the research to the other field of activity such as healthcare, education, or technology would improve the generalizability of researches since the leadership styles and perception of support may differ among industry and cultures. Future research would also be recommended to take a cross-cultural comparison in a bid to find out how values of society define the leaders and the outcome of their careers.

Also, it might be explored that demographics (e.g., age, gender, tenure) can be the moderators to see how various groups of employees internalize the presence of managers and build PsyCap. Finally, the inclusion of such a variable as emotional intelligence, work engagement, or organizational culture might enlighten in a broader and complete picture of the role of leadership in employee well-being and career growth in rapidly changing work situations.

5. Conclusion

Findings affirm that positive leadership behaviors promote hope, resilience, optimism and self-efficacy among employees thus boosting career satisfaction and view. Psychological Capital (PsyCap) plays the role of a mediator as it demonstrates how supporting efforts by the management can define the way employees grow and become satisfied in their career.

Although the study has theoretical and practical usefulness, it does not blindly state that PsyCap, and related support by the management are the only influential factors in determining career success. The results create a call to organizations to embrace holistic initiatives by integrating leadership development and psychological empowerment of the employees.

Further longitudinal and cross-industrial study is required to increase knowledge and construct more extensive inclusive models of respectable career achievement in the contemporary dynamic workplaces.

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