

Role of managerial support in the relationship of psychological resilience with career satisfaction

Psikolojik dayanıklılık ile kariyer tatmini ilişkisinde yönetici desteğinin rolü

Kübra Öztürk¹ 

Serdar Bozkurt² 

¹ Lect, T.C. İstanbul Kültür University, İstanbul, Turkey, kubra.mertel@hotmail.com

ORCID: 0000-0003-2169-4489

² Prof. Dr., Yıldız Technical University, İstanbul, Turkey, serdarbozkurt34@gmail.com

ORCID: 0000-0002-4745-9965

Abstract

Today, retaining employees is difficult due to changes in information and communication technologies, increasing competition speed, and other environmental factors. Therefore, organisations' management daily increases their interest in positive psychology to retain employees and reveal their strengths. One concept that accompanies positive psychology and positive organisational behaviour is resilience (Luthans, 2002). It is known that individuals who are more psychologically resilient can produce positive outcomes by overcoming adverse emotional events (Shirazi, Laei, & Mosavi, 2016). Career satisfaction (CS), another concept of work, appears as a concept that is likely to be affected by changes in organizational structure, mobility, and employee expectations (Kraimer, Greco, Seibert, & Sargent, 2019). However, CS is one of the most important results of the individual's career success (Hofmans, Dries, & Pepermans, 2008). In this context, this study aims to reveal the role of management support in the relationship between CS and psychological resilience (PR). The data collected from 200 white-collar employees was evaluated using the SPSS Programme and the Hayes Process. As a result of the analysis, it was determined that MS is a moderator in the relationship between PR and CS.

Keywords: Psychological Resilience, Managerial Support, Career Satisfaction

Jel Codes: M1, M12, D23

Corresponding Author:

¹ Kübra Öztürk

T.C. İstanbul Kültür University, İstanbul, Turkey, kubra.mertel@hotmail.com

Öz

Günümüzde teknolojiye hızlı değişiklikler, işletmeler arasında artan rekabet ve öngörülemez çevresel faktörler nedeniyle çalışanları elde tutmak işletmeler açısından gittikçe daha zor bir hale gelmektedir. Bu nedenle yönetimler, çalışanlarını elde tutmak ve onların güçlü yönlerini ortaya çıkarmak için pozitif psikolojiye olan ilgilerini her geçen gün arttırmaktadır. Pozitif psikoloji ve pozitif organizasyon davranışının beraberinde getirdiği kavramlardan biri de dayanıklılıktır (Luthans, 2002). Psikolojik olarak daha dayanıklı olan bireylerin olumsuz olayları aşarak olumlu sonuçlar elde edebileceği bilinmektedir (Shirazi vd., 2016). Diğer bir kavram olan kariyer memnuniyeti, organizasyon yapısındaki değişiklikler, hareketlilik ve çalışan beklentilerinin etkisine maruz kalabilecek bir kavram olarak ortaya çıkmaktadır (Kraimer vd., 2019). Bireyin kariyerindeki başarısının en önemli sonuçlarından biri kariyer memnuniyetidir (Hofmans vd., 2008). Bu bağlamda, bu çalışma, kariyer memnuniyeti ile dayanıklılık arasındaki ilişkide yönetici desteğinin rolünü ortaya koymayı amaçlamaktadır. Araştırmanın amacı ve kapsamı doğrultusunda verilerin elde edilebilmesi için anket yöntemi kullanılmıştır. 200 beyaz yakalı çalışandan toplanan veriler SPSS ve Hayes Process ile değerlendirilmiştir. Analizler sonucunda, kariyer memnuniyeti ile dayanıklılık arasındaki ilişkide yönetici desteğinin tam aracılık rolünün olduğu tespit edilmiştir.

Anahtar Kelimeler: Psikolojik Dayanıklılık, Yönetici Desteği, Kariyer Memnuniyeti

JEL Kodları: M1, M12, D23

Submitted: 9/10/2023

1st Revised: 11/12/2023

Accepted: 18/12/2023

Online Published: 25/12/2023

Citation: Ozturk, K., & Bozkurt, S., Role of managerial support in the relationship of psychological resilience with career satisfaction, *bmij* (2023) 11 (4): 1285-1295, doi: <http://dx.doi.org/10.15295/bmij.v11i4.2303>

Introduction

According to a 2019 Deloitte study, 49% of Generation Y in the pre-Covid period stated they would leave their current job within the next two years if they had a choice. In the same study, ¼ of those who said they would leave their jobs within two years in 2017 left their jobs in 2019. This lack of career satisfaction (CS) challenges companies looking for a stable workforce (www2.deloitte.com). Today, there have been notable transformations in the career definitions of employees due to the changes in the expectations of the employees and the organizational structure with globalization. Considering that the focal point of career literature is thought to be in a hierarchical structure with linear characteristics, it is necessary to contemplate the effects of these changes.

On the other hand, it is observed that the inclinations of today's employees are shifting towards the "new" side of careers. This approach is non-linear and not limited to a single organization (Arthur & Rousseau, 1996). It is also seen as self-directed and value-focused (Clarke, 2013).

This new career approach for employees has some advantages as well as disadvantages. Although the recent career phenomenon offers flexibility and individual responsibility in career management, more is needed to provide the employee with predictable career planning as in traditional career management (Arthur, Inkson, & Pringle, 1999). For this reason, examining employees' psychological resilience (PR) in the work environment has gained tremendous importance. Promotion, salary increase, psychological satisfaction, job security, and organizational responsibility elements in the traditional career approach have left their place in the new career approach to secure flexibility, interpersonal relationships and experience, and individual responsibility (Özden, 2005). In this case, it causes employees to feel psychological pressure. The unpredictability of the career and the uncertainty of the future have begun to force employees to be more PR. From a career perspective, employees with high PR may successfully manage adverse working conditions, be flexible, and achieve higher career satisfaction (CS). The literature shows that there is a relationship between CS and PR. In this study, the PR of employees with a high tolerance for uncertainty increases, allowing these individuals to show more CS (Yang, Ju, & Lee, 2016).

In this study, the role of the managerial support (MS) relationship between PR and CS will be examined in the frame of social exchange theory. According to Homans (1961), social exchange was delineated as the interchange of actions, whether material or abstract, characterized by varying degrees of benefits or expenses involving a minimum of two individuals. Homans explained social behaviour and the resulting structures of social organizations as outcomes of interpersonal interactions. From the perspective of management literature, social exchange theory is a theory that tries to explain mutual relations at the organizational level. Based on these explanations, regarding social exchange theory, managers expect employees to show PR by displaying supportive behaviours. In addition, coaches, mentors, and counsellors are also given support to increase employee self-belief (Ilgaz, 2011). So, managers expect employee reform to be more PR.

In the workplace, some employees are more successful than others. Their PR sets them apart from those who are less successful or unsuccessful. Because they are grappling with challenging circumstances and navigating through an uncertain, rapidly evolving, and crisis-ridden environment, they can use their attention and strengths to develop their careers. Moreover, managers can also enhance employees' PR by providing coaching, mentoring, and counselling. Additionally, by offering opportunities for self-improvement, managers can contribute to an increase in CS among employees (Cooke, Wu, Zhou, Zhong, & Wang, 2018). Employees with high CS are also more likely to contribute to organizations and facilitate social exchange (Srivastava & Madan, 2020).

Moreover, some opportunities are offered to the employees by the manager to develop themselves, and at this point, the employees can reach CS (Akçakanat, Uzunbacak, & Köse, 2018). It is an undeniable fact that career-satisfied employees are more beneficial for companies. In this study, we tried to reveal the role of a critical issue, such as MS for a career, in the relationship between PR and CR.

Literature review

Psychological resilience and career satisfaction

The most widely used definition of resilience in the literature belongs to Luthans. PR has been defined as the positive psychological capacity for increased responsibility as uncertainty, failure, adversity, conflict, and even a commitment to positive change and progress (Luthans, 2002). Another definition of PR is a dynamic process in which individuals try to be positive and adapt to the environment despite significant negative experiences and traumas (Luthar & Cicchetti, 2000). In addition, according to Reivich and Shatte (2003), PR refers to a return to a better level after a negative experience. Research has

emphasized that an individual possessing high PR, as an exemplar of psychological capital proficiency, can effectively navigate internal and external pressures, collaborate with others, and take on appropriate levels of risk (Han, Chaudhury, & Sears, 2019). So, it is easy to say that PR is a crucial factor in how individuals adapt, recover, and maintain their physical well-being following undesirable and unexpected situations. When considering PR in a career context, it can be regarded as an employee's return to achieve higher CS in a new role than his previous position and to fulfil his responsibilities. To overcome an obstacle, the employee tries to be more robust by returning to his past and becoming more resistant to each new challenge (Richardson, 2002). At the same time, it is seen that employees who show a solid commitment to their career goals develop their environmental adaptation skills to achieve these goals and are resilient individuals (Bimrose & Hearne, 2012).

The meaning of CS has also changed with the changes in the work environment. In this context, CS refers to employees' favourable tangible and emotional results from their work tasks and interactions (Uzonwanne & Nwanzu, 2017). In the CS definition, there is a possibility of seeing two dimensions. These are objective and subjective CS. Objective CS includes observable indicators like salary (Kraimer et al., 2019). However, subjective CS is self-managed and value-driven (Clarke, 2013) and is most strongly linked to CS (Hofmans et al., 2008).

In the literature, few studies show the relationship between CR and PR. Haar and Staniland (2016) state that PR positively correlates with CS. In another study (Srivastava and Madan, 2020), it was expressed that as employees' levels of PR increased, they felt more satisfaction from their career choices. Similarly, in the study by Wang and Gao (2022), similar results were found. It was observed that PR employees can solve problems more quickly and effectively, overcome obstacles, and ultimately achieve positive career development. However, the literature on PR and CS needs to be further researched. In this sense, the hypothesis specified regarding PR and CS is given below:

H1: There is a relationship between PR and CS.

As a mediator, managerial support

Managerial support (MS) is vital for employees in today's working environment. MS is expressed as employees' support from their first-level managers (Yoon & Lim, 1999). MS, defined as one of the essential dimensions of organizational support, expresses the perception by the employees that the MS encourages and cares for them (Burke, Borucki, & Hurley, 1992). According to another definition, MS is described as supporting employees, encouraging them, and dealing with their problems (Babin & Boles, 1996). When employees feel manager support, it positively affects their job performance, job satisfaction and commitment to their organization (DeConinck & Johnson, 2009). So, employees who experience job satisfaction are also expected to be satisfied with their careers. In other words, if managers provide enough support to their subordinates, they will consider their managers contributing positively to career development. According to the PwC Global Crisis and Institutional Resilience Survey 2023, 57% of the companies stated that enhancing new skills to employees by coaching and mentoring is the most important dimension to create a resilience culture inside the companies.

Studies in the literature show that employees' CS increases when MS is prominent and the organization has sufficient opportunities (Wickramasinghe & Jayaweera, 2010; Yang, Liu, Huang, Qian, Wang, Wang, & Yu, 2018; Tahiry & Ekmekcioglu, 2022; Matsuo, 2022).

The other hypothesis specified regarding MS and CS is given below:

H2: There is a relationship between PR and MS.

H3: There is a relationship between MS and CS.

H4: MS is a mediator in the relationship between PR and CS.

Research model

The study examines the mediating role of MS in the relationship between PR and CS. Additionally, this study aims to investigate the relationship between PR and CS, the relationship between PR and MS, and the relationship between MS and CS. In line with the aim and scope of the research, a general survey model has been preferred. Based on the information obtained from the literature, there is likely a proposed model regarding the relationship between the variables under study.

Figure 1 illustrates the research model outlined within this scope.

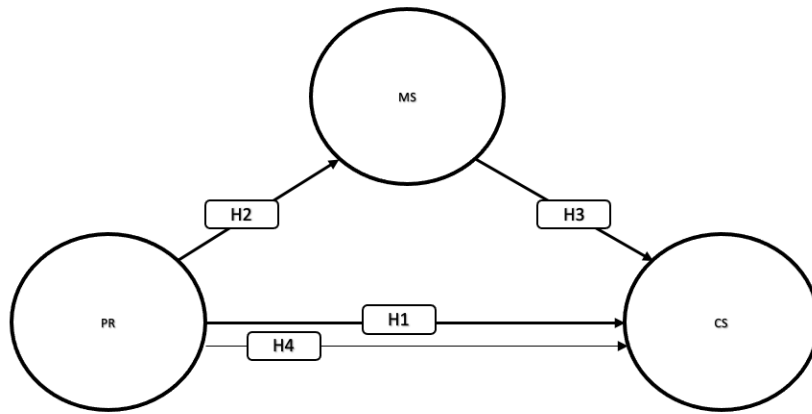


Figure 1: Research Model

Methodology

Instruments

In order to find answers regarding whether the research hypotheses will be supported, the literature was reviewed to determine the scales to be included in the survey. All scales used to investigate the subject were evaluated, and the most suitable ones for the study were selected. Considering the time savings in the research, a survey was preferred as the data collection tool. Survey forms were prepared in two different ways: physical and online forms. This way, more participants were reached, and it was possible to collect more data on the relevant topic. In the research,

white-collar employees working in different corporate businesses in Istanbul were selected as samples. With a 95% confidence interval and a 5% margin of error, 250 white-collar workers working in organizations in different sectors were reached, and 221 people returned the surveys by using the convenience sampling method. After the first examination, 21 participants who filled out the scales incompletely or incorrectly were removed from the sample, and the surveys obtained from 200 people were analyzed.

The survey developed in light of the literature consists of two parts. Participants' demographic information was obtained in the first part of the survey set. Questions such as "your age," "your gender," "your length of employment at your current workplace," "your education level," and "the industry you work in" were asked to collect this information. The second part of the survey contains questions examining variables' relationships. In the second part of the survey, participants were instructed to provide their responses to the scales using a 5-point Likert Scale.

Information about other data collection tools used in the research is provided below:

The PR Scale developed by Luthans, Avolio, Avey and Norman (2007) and subsequently adapted into Turkish by Çetin and Basım (2012) was employed. This section consists of 6 statements.

The CS Scale developed by Greenhaus, Parasuraman, and Wormley (1990) was used to measure participants' CS. The translation and adaptation of the scale into Turkish was conducted by Avcı and Turunç (2012). The CS Scale consists of 4 statements.

The MS Scale, comprising seven statements, was assessed using the scale originally formulated by Karasek (1985) and subsequently adapted into Turkish by Kula (2011).

Analysis

SPSS and the Hayes Process were used for data analysis in the research process. Central tendency measures and measures of skewness and kurtosis were examined to assess the distribution of the data. Due to the previous validity and reliability studies conducted on the scales used for the variables constituting the research model, item-scale correlations, exploratory factor analysis, and Cronbach's Alpha (α) values were calculated for the scales whose validity was established.

Findings related to the participant's demographic characteristics are presented in the tables below. It has been determined that 41.71% of the participants (n: 83) are male, while 58.29% (n: 116) are female. Most of the participants fall within the age range of 34-41 (n: 74, 37.19%), have 1-5 years of institutional

experience (n: 75, 37.69%), hold a university degree (n: 123, 61.81%), and work in the private sector (n: 167; 83.92%).

Central tendency measures and measures of skewness and kurtosis were examined to assess the distribution of the research data, and the results are presented in Table 1.

Table 1: Distribution of Data

Variables	Central Tendency		Kurtosis-Skewness	
	Means	Median	Kurtosis	Skewness
CS	3,41	3,60	-0,60	-0,01
MS	3,59	3,83	-0,66	-0,30
PR	3,96	4,00	-0,86	0,43

The data underwent a normal distribution analysis, which confirmed that the obtained data stemmed from a normal distribution. This conclusion was drawn based on the proximity of the mean and median, as well as the kurtosis and skewness values falling within the range of ± 2 . (George & Mallery, 2010).

In this research sample, each scale employed underwent exploratory factor analysis to investigate its underlying factor structure. Additionally, to assess the internal consistency of each scale, Cronbach's alpha reliability analysis was performed. The outcomes of this analysis are displayed in Table 2.

Table 2: Exploratory Factor Analysis

Scale	Item No	Factor Loading	Item- Total Correlation	Eigen Value	% Variance	Cronbach's Alfa
CS	Item 1	0,809	0,673	3,174	63,483	0,855
	Item 2	0,847	0,734			
	Item 3	0,776	0,647			
	Item 4	0,821	0,707			
	Item 5	0,726	0,586			
KMO:0,795; Bartlett's Test of Sphericity(10):704,257; p<0.001						
MS	Item 1	0,862	0,794	4,831	73,012	0,925
	Item 2	0,893	0,837			
	Item 3	0,907	0,857			
	Item 4	0,847	0,772			
	Item 5	0,800	0,716			
	Item 7	0,811	0,732			
KMO:0,908; Bartlett's Test of Sphericity(21):1484,534; p<0.001						
PR	Item 1	0,658	0,531	3,438	57,301	0,847
	Item 2	0,73	0,612			
	Item 3	0,653	0,528			
	Item 4	0,833	0,712			
	Item 5	0,843	0,735			
	Item 6	0,801	0,669			
KMO:0,819; Bartlett's Test of Sphericity (10):507,682; P<0.001						

Exploratory factor analysis requires particular prerequisites to be examined. The first of these conditions is determining whether the data has enough cases for factor analysis. The Kaiser-Meyer-Olkin (KMO) measure and the significance of the relationship between variables were examined using Bartlett's Test of Sphericity (Tabachnick & Fidell, 2014). As shown in Table 2, the KMO value for all scales was more significant than 0,60, and Bartlett's Test of Sphericity was significant ($p < 0.001$). According to these results, the sample size is suitable for the explained factor analysis, and it is evidence that the obtained data comes from a multivariate normal distribution (Kan & Akbaş, 2005). It is expected that the relationship between items in the scale should not be less than the value of 0,30 with other items (Büyüköztürk, 2007). As seen in Table 2, the relationship between items within the scales is not below the value of 0,30; therefore, it was decided that there is no need to remove items from the scales.

Additionally, the assessment revealed that all scales demonstrated high reliability. (Cronbach's Alpha > 0.70). By Büyüköztürk (2007), a criterion of a factor loading value greater than 0,45 was applied for the items in the scale. It was noted that all items within the scales exceeded this threshold. She additionally scrutinized the degree of overlap between items, considering the loading onto a single factor because of the exploratory factor analysis. It is observed that all scales have a single-factor structure. The outcomes of this analysis are displayed in Table 2.

The study utilized Pearson correlation analysis to ascertain the strength and direction of the relationships between the variables under investigation. The correlation analysis table, examining the relationships between PR, MS, and CS, along with the means, standard deviations, and reliability values of the variables, is provided in Table 3.

In scales constructed in Likert format, the participants perceived their CS level as 3.41 ± 0.94 , which is high. Their perception of MS is 3.59 ± 1.08 , also at a high level, and their PR level is 3.96 ± 0.78 , again at a high level. Table 3 determined a significant moderate-level positive relationship between the CS levels of the participants included in the study and MS ($r = .422$; $p < .05$). Additionally, a significant low-level positive relationship was found between PR and CS ($r = .168$; $p < .05$). It was also observed that there is a significant low-level positive relationship between the participants' levels of MS and PR ($r = .250$; $p < .05$).

Table 3: Descriptive Statistics and Correlations

Variables	Mean.	S.D	1	2	3
Career Satisfaction (1)	3,41	0,94	1	,422*	,168*
Managerial Support (2)	3,59	1,08		1	,250*
Psychological Resilience (3)	3,96	0,78			1

* $p < 0.05$

Hypotheses testing

In this section, regression analysis was employed to evaluate the hypotheses formulated by the research objective.

It has been determined that there is a positive relationship between PR and CS ($\beta = 0,203$, $t = 2.389$; $p = .018 < 0.05$). Upon examining the regression equation, it was determined that for every one-unit improvement in PR, there will be a 0,203-unit improvement in CS. Additionally, when looking at the R2 value, which represents the explanatory power of the regression model, it was found that PR alone explains 2.8% of CS ($R^2 = 0,028$). Based on these results, the first hypothesis of the study is accepted. According to these results, if employees have a high PR, they also have high CS. So, companies should implement some practices to develop their employee's PR because it will also increase their CS.

Upon examining the regression equation, it was determined that for every one-unit improvement in PR, there would be a 0,348-unit improvement in MS. Additionally, when looking at the R2 value, which represents the explanatory power of the regression model, it was found that PR alone explains 6.3% of MS ($R^2 = 0.063$). Based on these results, the second hypothesis of the study is accepted. It is observed that the PR levels of employees who think their managers support them are high. For this reason, if companies want to have more PR employees, they need to apply MS.

Upon examining the regression equation, it was determined that for every one-unit improvement in MS, there will be a 0,367-unit improvement in CS. Additionally, when looking at the R2 value, which represents the explanatory power of the regression model, it was found that MS alone explains 17.8% of CS ($R^2 = 0,178$). Based on these results, the third hypothesis of the study is accepted (Table 4).

According to the results, employees who feel MS have high CS. Employees who experience CS are expected to provide positive organizational outcomes to their businesses.

Table 4: Regression Analysis

Hypothesis	Variables	β	s.h.	t	Sig (p)	F	Sig (p)
H ₁ : There is a relationship between PR and CS.	CS	2,605	0,342	7,611	0,005*	5,707	,018*
	PR	0,203	0,085	2,389	0,018*		
	Durbin Watson =1,848; R ² =0,028; *P<0.05						
H ₂ : There is a relationship between PR and MS.	MS	2,219	0,386	5,745	,001*	13,175	,001*
	PR	0,348	0,096	3,630	,001*		
	Durbin Watson =1,915; R ² =0,063; *P<0.05						
H ₃ : There is a relationship between MS and CS.	CS	2,087	0,211	9,892	,001*	42,679	,001*
	MS	0,367	0,056	6,533	,001*		
	Durbin Watson =1,870; R ² =0,178; *P<0.05						

Table 5: Sobel Test Results for the Model

Effect	se	Z	p
0,1226	0,0397	3,0854	0,020*

*p<0.05

Results of the Sobel test show that the Z-score coefficient determines significance, and this score is greater than 1.96, with a significant p-value. This result indicates a mediating role of MS regarding mediation knowledge. However, the models must be examined to make a clear decision, and the effect size should be evaluated. For this purpose, looking at the bootstrap confidence interval and checking whether the lower and upper bounds are below or above zero is necessary.

Table 6: Sobel Test Results for the Model

	Variables	β	Sd.	t	p
Mediation Model	CS	1,8221	0,3401	5,3578	0,001*
	MS	0,3528	0,0581	6,0759	0,001*
	PR	0,0801	0,0806	0,9936	0,322
	R ² =0.1822, F _(2,196) =21,8318; p=0,001				

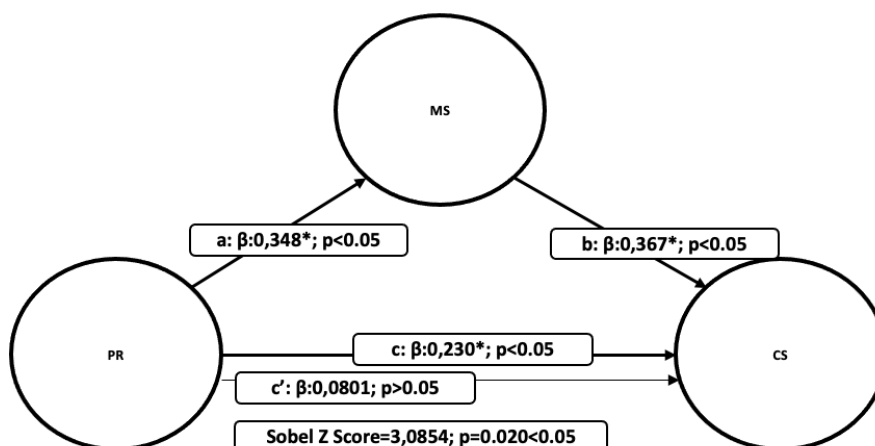


Figure 2: Analysis of Research Model

When examining Figure 2, it can be observed that the standardized regression coefficient for path a is 0,348 with a significance level of $p < 0.05$; for path b, the standardized regression coefficient is 0,367 with

a significance level of $p < 0.05$; and for path c, the standardized regression coefficient is 0,230 with a significance level of $p < 0.05$ (Table 4).

When path c' was examined, it was observed that the β value decreased from 0,230 to 0,0801 and lost its significance ($p > 0.05$). To test whether this decrease and disappearance of the effect were due to the influence of the mediator variable, a Sobel Test was conducted, and the z-score was found to be greater than 1.96, indicating significance ($Z = 3,085$; $p < 0.05$). The mediating role and the PROCESS output results were further analyzed by examining whether the confidence interval ranges above or below zero.

Table 7: Bootstrap Confidence Intervals for the Model

Total Effect	BootLLCI	BootULCI	Mediation Type
0,2027	0,0354	0,3700	Full Mediation

Table 7 examines the effect's presence and significance, accomplished through Bootstrap confidence intervals. Upon examination of the results, it is observed that the lower and upper bounds of the Bootstrap confidence interval do not include zero. In this context, it has been determined that MS exhibits a full mediation role, as it eliminates the existing relation when the mediator variable is included in the model.

Based on this, managers need to support employees' efforts to increase PR and CS. Employees who feel supported by their managers will likely have increased CS.

Conclusion and discussion

The concept of career began to go beyond its traditional definition. It is mainly defined as linear, handled administratively, and in a hierarchical structure (Arthur & Rousseau, 1996). However, nowadays, a new career approach requires more flexibility. Along with some advantages like non-linear, unlimited, self-directed, and value-oriented come with the change in the definition of the concept of career, there are also disadvantages like unpredictability, uncertainty, and instability (Eby, 2001). The unpredictability of the career and the fate of the future have started to force employees to be more PR. Moreover, it is possible for employees to feel under more pressure due to career uncertainties. It is also expected that the manager's support handled by these employees, who feel more pressure, will significantly impact CS.

In the current literature, limited studies focus on PR and CS. For this reason, this research will present a solution to fill the literature gap concerning the relationship between PR and CS. One of the recent studies was done by Wang and Gao (2022). According to this study, with the COVID-19 pandemic environment, they would like to explore how important PR is for the rising cohort of internet marketers and how their CS is influenced. The findings indicate that the PR of Internet marketers has a positive effect on their perceived CS. Another study by Salisu, Hashim, Mashi, and Aliyu (2020) found that resilience is related to all the facets of CS.

Our result (H1 is accepted) shows a relationship between PR and CS. This finding underscores that workplace efforts to increase employees' PR can also improve CS. In other words, because resilient employees learn from negativities and can recover quickly, they can adapt to their jobs more easily when the negative situation disappears. In this case, since environmental or organizational factors will not affect them too much, it will be possible for them to reach their desired point in their careers and feel CS.

Another result (H2 is accepted) shows a relationship between PR and MS. According to this result, and it is easy to say that the PR levels of employees who think their managers support them are high. For this reason, if companies want to have more resilient employees, they need to apply MS. Moreover, companies should acknowledge the positive influence of PR on employees and implement additional support to foster this trait.

Another result (H3 is accepted) shows a relationship between MS and CS. Companies have paid attention to this issue recently because employees who feel CS is expected to have a higher commitment to the workplace and their jobs and provide positive organizational outcomes. For this reason, it is useful to underline that it is very important for businesses to make their employees feel CS. An important way to increase employees' CS is to make MS. Practices should be implemented to make the MS feel, which should be felt in all areas of the companies.

In this positive relationship, it has been determined that MS is a mediating role between PR and CS (H4 is accepted). Based on this, managers need to support employees' efforts to increase PR and CS. Employees who feel supported by their managers will likely have increased CS and PR.

In future studies, the results can be compared with each other by using quantitative and qualitative research methods. Third, the current data collected from the developing economy of Turkey. So, it is not correct to generalize findings because of contextual differences. Future studies can conduct similar research in other countries and different environments to compare white-collar employees between these countries.

Limitations

Nonetheless, it is important to acknowledge that the present study has some constraints. The most important limitation of the research is that it is a cross-sectional study. Additionally, individuals' responses to the statements in the study are based on their judgments. Therefore, social desirability bias may occur. The study was collected through an online survey. The reason for this is that it is seen as a cost-effective and easy option for data collection.

On the other hand, there may be some methodological problems in online surveys. If the population cannot be defined, problems may occur (Andrade, 2020). However, since the population of our study is clearly defined, it is thought that this problem has been eliminated.

Peer-review:

Externally peer-reviewed

Conflict of interests:

The authors have no conflict of interest to declare.

Grant Support:

The authors declared that this study has received no financial support.

Ethics Committee Approval:

Ethics committee approval was received for this study from Yıldız Technical University, Ethics Committee on 03/03/2023 and 004054 document number.

References

- Akçakanat, T., Uzunbacak, H. H., & Köse, S. (2018). Social and organizational support as determinants of psychological resilience and happiness of academicians. *Journal Of Business Research*, 10(3), 173-193.
- Andrade, C. (2020). The limitations of online surveys. *Indian Journal Of Psychological Medicine*, 42(6), 575-576.
- Arthur, M. B., & Rousseau, D. M. (1996). *The Boundaryless Career: A New Employment Principle For A New Organizational Era*. New York: Oxford University Press.
- Arthur, M. B., Inkson, K. & Pringle, J. K. (1999). *The New Careers: Individual Action And Economic Change*. London: Sage.
- Avcı, U. & Turunç, Ö. (2012). Dönüşümcü liderlik ve örgüte güvenin kariyer memnuniyetine etkisi: lider-üye etkileşiminin aracılık rolü. *Uluslararası Alanya İşletme Fakültesi Dergisi*, 4(2), 45-55.
- Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal Of Retailing*, 72(1), 57-75.
- Bimrose, J., & Hearne, L. (2012). Resilience and career adaptability: qualitative studies of adult career counseling. *Journal Of Vocational Behaviour*, 81(3), 338-344.

- Burke, M. J., Borucki, C. C., & Hurley, A. E. (1992). Reconceptualizing psychological climate in a retail service environment: a multiple-stakeholder perspective. *Journal Of Applied Psychology*, 77(5), 717.
- Büyükoztürk, S. (2007). *Sosyal bilimler için veri analizi el kitabı*. Ankara: Pegema Yayıncılık.
- Clarke, M. (2013). The organizational career: not dead but in need of redefinition. *The International Journal Of Human Resource Management*, 24(4), 684-703.
- Cooke, F. L., Wu, G., Zhou, J., Zhong, C., & Wang, J. (2018). Acquiring global footprints: internationalization strategy of chinese multinational enterprises and human resource implications. *Journal Of Business Research*, 93, 184-201.
- Çetin, F., Basım, H. N. (2012). Örgütsel psikolojik sermaye: bir ölçek uyarlama çalışması. *Amme İdare Dergisi*, 45(1), 121-137.
- Deconinck, J. B., & Johnson, J. T. (2009). The effects of perceived supervisor support, perceived organizational support, and organizational justice on turnover among salespeople. *Journal Of Personal Selling & Sales Management*, 29(4), 333-350.
- Eby, L. T. (2001). The boundaryless career experiences of mobile spouses in dual-earner marriages. *Group & Organization Management*, 26(3), 343-368.
- George, D., & Mallery, M. (2010). *SPSS For Windows Step Bysstep: A Simple Guide And Reference*.
- Greenhaus, J.H.; Parasuraman, S.; & Wormley, W.M. (1990). Race effects of organizational experience, job performance evaluation, and career outcomes. *Academy Of Management Journal*, 33, 1 64-96.
- Haar, J., & Staniland, N. (2016). The influence of psychological resilience on the career satisfaction of māori employees: exploring the moderating effects of collectivism. *New Zealand Journal Of Human Resources Management*, 16.
- Han, Y.J., Chaudhury, T. & Sears, G.J. (2019). Does career resilience promote subjective well-being? mediating effects of career success and work stress, *Journal Of Career Development*, Pp. 1-16, Doi: 10.1177/0894845319851875.
- Hofmans, J., Dries, N., & Pepermans, R. (2008). The career satisfaction scale: response bias among men and women. *Journal Of Vocational Behaviour*, 73, 397-403.
- Homans, G. (1961). *Social behaviour: its elementary forms*. London: Routledge And Kegan Paul.
- Ilgaz, B. (2011). Üniversitesi Düzeyinde Turizm Eğitimi Alan Öğrencilerin Yılmazlık, Umutsuzluk Durumları Ve Sektörel Tutumlarının Kariyer Seçimlerine Etkileri: Akdeniz Üniversitesi Örneği, Akdeniz Üniversitesi, Sosyal Bilimler Enstitüsü, Antalya.
- Kan, A., & Akbaş, A. (2005). Lise öğrencilerinin kimya dersine yönelik tutum ölçeği geliştirme çalışması. *Mersin Üniversitesi Eğitim Fakültesi Dergisi*, 1(2).
- Karasek, R.A. (1985). *Job content questionnaire and user's guide*, University Of Massachusetts At Lowell, Lowell.
- Kraimer, M. L., Greco, L., Seibert, S. E., & Sargent, L. D. (2019). An investigation of academic career success: the new tempo of academic life. *Academy Of Management Learning & Education*, 18(2), 128-152.
- Kim, B., Rhee, E., Ha, G., Yang, J., & Lee, S. M. (2016). Tolerance of uncertainty: links to happenstance, career decision self-efficacy, and career satisfaction. *The Career Development Quarterly*, 64(2), 140-152.
- Kula, S. (2011). Occupational Stress And Work-Related Well-being Of Turkish National Police (TNP) Members, University Of Central Florida, (Unpublished Dissertation) Orlando.
- Luthans F (2002). positive organizational behaviour: developing and managing psychological strengths. *Academy Of Management Executive*, 16, 57-72.
- Luthans, F., Avolio, B. J., Avey, J. B. & Norman, S. M. (2007). Positive psychological capital: measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60 (3), 541-572.
- Luthar, S. S., & Cicchetti, D. (2000). The construct of resilience: implications for interventions and social policies. *Development And Psychopathology*, 12, 857-885.

- Matsuo, M. (2022). The role of supervisor support for strengths use in promoting perceived employability and career satisfaction. *Personnel Review*, 51(5), 1587-1603.
- Özden, M. C. (2005). *Kariyerimi Baştan Yarat!*. Deniz Yalım (Edit.), *İnsan Kaynaklarında Yeni Eğilimler*, İstanbul: Hayat Yayınları. (S. 159-175).
- "Pwc Global Crisis Survey 2021", (2021) PWC Turkey <https://www.pwc.com.tr/en/hizmetlerimiz/danismanlik/suistimal-uyum-ve-kriz-yonetimi-danismanligi/yayinlar/pwc-kuresel-kriz-arastirmasi-2021.html> (Erişim Tarihi: 10.09.2023).
- "Pwc Global Crisis And Resilience Survey 2023", (2023) PWC Turkey <https://www.pwc.com.tr/en/hizmetlerimiz/danismanlik/suistimal-uyum-ve-kriz-yonetimi-danismanligi/yayinlar/pwc-kuresel-kriz-ve-dayaniklilik-arastirmasi-2023.html> (Erişim Tarihi: 10.09.2023).
- Reivich, K. And Shatte, A. (2003). *The resilience factor: 7 essential skills for overcoming life's inevitable obstacles*, Three Rivers Press, New York, NY.
- Richardson, G. E. (2002). The metatheory of resilience and resiliency. *Journal Of Clinical Psychology*, 58(3), 307-321.
- Salisu, I., Hashim, N., Mashi, M. S., & Aliyu, H. G. (2020). Perseverance of effort and consistency of interest for entrepreneurial career success: does resilience matter?. *Journal Of Entrepreneurship In Emerging Economies*, 12(2), 279-304.
- Shirazi, F., Laei, S., & Mosavi, F. (2016). The relationship between job satisfaction and resiliency with mental health in primary school woman teachers in kermanshah. *Technical Journal Of Engineering And Applied Sciences*, 6, 28-33.
- Srivastava, S., & Madan, P. (2020). The relationship between resilience and career satisfaction: trust, political skills and organizational identification as moderators. *Australian Journal Of Career Development*, 29(1), 44-53.
- Tahiry, M. A., & Ekmekcioglu, E. B. (2022). Supervisor support, career satisfaction, and career adaptability of healthcare sector employees. *Vilakshan-XIMB Journal Of Management*.
- Tabachnick, B. G., & Fidell, L. S. (2014). *Using Multivariate Statistics* (6th Ed.).
- The Deloitte Global Millennial Survey (2019). Retrieve From: <https://www2.deloitte.com/content/dam/deloitte/global/documents/about/deloitte/deloitte-2019-millennial-survey.pdf> (Erişim Tarihi: 09.09.2023).
- Uzonwanne, F. C., & Nwanzu, C. L. (2017). Pay satisfaction and career satisfaction as predictors of organizational commitment among employee leaders of banks in north and southwest nigeria. *Journal Of Management Research*, 17(1), 9-21.
- Yang, H. C., Ju, Y. H., & Lee, Y. C. (2016). Effects of job stress on self-esteem, job satisfaction, and turnover intention. *Journal Of Transnational Management*, 21(1), 29-39.
- Yang, F., Liu, J., Huang, X., Qian, J., Wang, T., Wang, Z., & Yu, H. (2018). How supervisory support for career development relates to subordinate work engagement and career outcomes: the moderating role of task proficiency. *Human Resource Management Journal*, 28(3), 496-509.
- Yoon, J., & Lim, J. C. (1999). Organizational support in the workplace: the case of korean hospital employees. *Human Relations*, 52(7), 923-945.
- Wang, T., & Gao, D. (2022). How Does Psychological Resilience Influence Subjective Career Success Of Internet Marketers in China? A Moderated Mediation Model. *Frontiers In Psychology*, 13.
- Wickramasinghe, V., & Jayaweera, M. (2010). Impact of career plateau and supervisory support on career satisfaction: a study in offshore-outsourced it firms in sri lanka. *Career Development International*, 15(6), 544-561.