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The Impact of Career Capital, Joint Responsibility, Career Management, Career Planning, and Career Opportunity on Career Success with the Moderating Effect of Employee Behaviour

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Abstract: *This study investigates the impact of Career Capital, Joint Responsibility, Career Management, Career Planning, and Career Opportunity on Career Success, with a particular focus on the moderating effect of Employee behaviour. The study integrates career capital (skills, knowledge, networks) with joint responsibility between employers and employees and determine how these elements help advance careers. It also highlights how career management practice and the presence of career opportunities shape one's career success. A study based on primary quantitative data from banking sector employees shows how gaps in existing literature about how these variables are connected should be filled and that employee behaviour is important in the enhancement of others' career outcomes. The data has been collected from a sample of 150 from the HR professional targeted population. The Smart PLS software has been used to analyse the data and conduct the operations. Our findings can be useful to organizations that are trying to develop talent management strategies, wherein we highlight that it is essential for such organizations to put a collaborative supportive environment in place and one that is evaluating talent, career planning, skill development, career growth.*

Keywords: Changing Banking Industry, Career Capital, Joint Responsibility, Career Management, Career Planning, Career Opportunity, Employee Behaviour

Introduction

Background of the Study

The banking industry is known for its competitive and fast-paced environment, where career development and advancement opportunities are valued. In such an environment, a superior's support for a subordinate can have significant effects on the subordinate's success as well as career advancement. With the help of this research, the purpose is to find out and examine the importance of the supervisor's role in the subordinate's career development in the banking industry (Pololi & Evans, 2015). The banking industry has experienced significant changes in recent years due to the impact of regulatory reforms, technological developments and customers' evolved and changed expectations. The changes have led to an even more diverse and dynamic work environment, which requires continuous learning and adaptation from banking professionals. Today, the banking sector is in a tight squeeze. Interest rates are low, and regulation is getting even tighter. At the same time, banks should make large investments in technology and meet the new demands of customers (Blanco & Golik, 2015). In today's changing working life, employee behaviour has become one of the most important challenges for companies. Organizations must increasingly focus their attention on their employees' well-being, motivation and minimizing turnover.

Problem Statement

In today's dynamic and aggressive professional environment, reaching profession achievement is a multifaceted undertaking fashioned through several interconnected factors. This assignment is especially applicable to the banking zone in Pakistan, particularly inside the bustling monetary hub of Karachi, in which specialists face excessive ranges of competition, rapid organizational changes, and evolving

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marketplace needs. Career fulfillment in this context is categorized into two primary dimensions: goal profession fulfillment, which incorporates tangible and measurable achievements such as promotions, earnings boom, and reputation, and subjective career achievement, which includes private pride, achievement, and a sense of development (Saram et al., 2023). With the Pakistani banking quarter present process substantial transformations because of digitalization, regulatory shifts, and rising customer expectations, it turns into vital to understand how those factors interaction in driving profession success for personnel.

Research Questions

1. What is the impact of career capital on career success in banking sector?
2. What is the impact of joint responsibility on career success with the moderating effect of employee behaviour in banking sector?
3. What is the impact of career management on career success with the moderating effect of employee behaviour in banking sector?
4. What is the impact of career planning on career success with the moderating effect of employee behaviour in banking sector?
5. What is the impact of career opportunity on career success with the moderating effect of employee behaviour in banking sector?
6. How career capital, joint responsibility, career management, career planning and career opportunity can support career success with a significant impact on employee behaviour in banking sector?

Literature Review

Artificial Intelligence in Banking

Artificial intelligence can be used in many different tasks in the banking industry. Stipanovic et al. (2017) explains many ways to utilize artificial intelligence in daily operations, both from the perspective of the customer and the employee. Artificial intelligence can be used in the bank from the customer's point of view, for example when making account inquiries and account transfers, as well as in everyday customer service. The customer may need advice from the bank in banking, or in matters related to the economy and its planning, in which case artificial intelligence can help to a certain extent. The bank can use artificial intelligence in internal processes, such as loan applications, monitoring credit scores and handling claims. The bank's fraud prevention work can also be carried out with the help of artificial intelligence, when evaluating abnormal business operations and monitoring account transactions and customer relationships.

Artificial Intelligence in the Bank's Customer Service

Artificial intelligence does not replace the need for personnel. Especially a conversational robot, a chatbot, can be a good tool, but it can't do everything a human can do. Artificial intelligence does not know how to give human help or instructions or explain the matter to everyone in a way that it is understandable. A chatbot is a useful and likely tool for banks, because while the bot is talking with the customer, the company can allocate its human resources elsewhere. For this we can take, for example, the ChatGPT tool, which has been launched for public use. ChatGPT searches for information widely all over the web and can be used for many different purposes. The tool works with the help of a conversation and looks for answers based on the dialogue itself (Baruch et al., 2015). The application is very user-friendly due to its interactivity. In order for a tool like ChatGPT to be put into operation in the banking sector, a large comprehensive data base should be created for the tool, from which it can search for reliable and reliable information, because ChatGPT makes a lot of mistakes and is really simple in some situations. The developer of the tool, OpenAI itself, says that ChatGPT makes mistakes, which it admits when the user points them out and tries to correct its mistakes by looking for new information. The robot's weakness is said to be giving wrong answers that sound very reasonable.

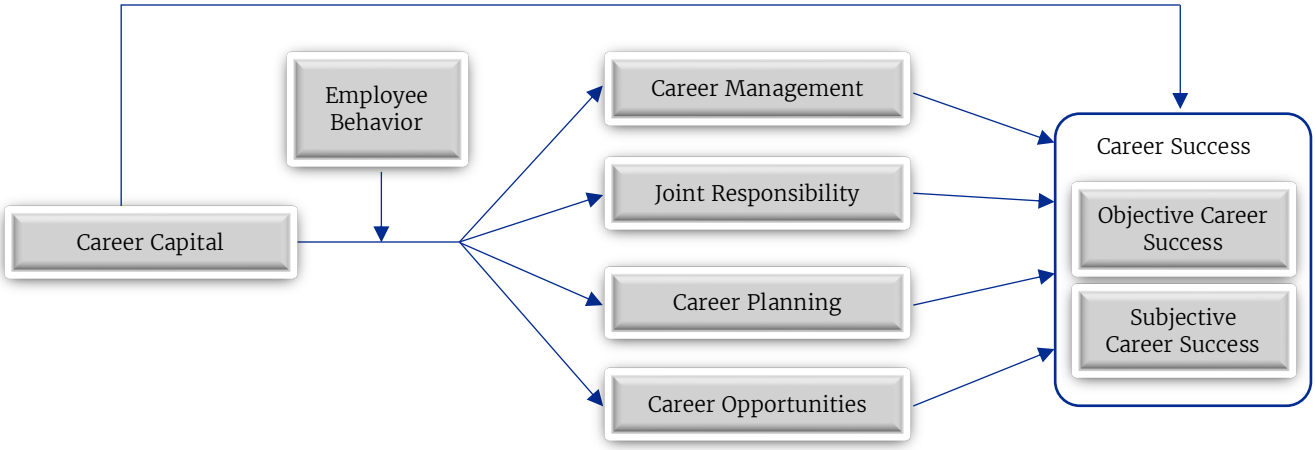
Conceptual Framework

The conceptual framework has identified the main variables based on the analysis in the current study to include their impact and compare the mediating effect of most of them in creating the hypothesis. The

study aims to impact career capital, joint responsibility, career management, career planning and career opportunity on career success with the moderating effect of employee behaviour.

Figure 1

Conceptual Framework



Hypotheses

H1: There is a significant impact of career capital on career success.
H2: Employee behaviour moderates the relationship between career capital and Career Management.
H3: Employee behaviour moderates the relationship between career capital and joint responsibility.
H4: Employee behaviour moderates the relationship between career capital and Career Planning.
H5: Employee behaviour moderates the relationship between career capital and Career opportunities.
H6: There is a significant impact of joint responsibility on career success.
H7: There is a significant impact of career management on career success.
H8: There is a significant impact of career planning on career success.
H9: There is a significant impact of career opportunity on career success.

Methodology

Research Design

The quantitative research design has been chosen in the current review to understand the evidence-based analysis and test the hypothesis to develop the connection between various variables (Leavy, 2017). The study variables are more than one in number and are required to be reviewed with the help of proper investigation and instrument application using validated scales after data collection. The primary research design seems suitable in this context because a validation scale can be applied when the researcher can develop the link between various variables using a survey instrument and generating a Google form. The survey instrument is also helpful for the collection of limited data, with the already identified closed-ended answers.

Research Approach

Various approaches are available to the researcher for investigating the topic and conducting research about employee behaviour to understand the success of career roles. The topic is analyzing the theory-driven approach, and three theories are already mentioned that emphasise the application of the hypothesis and testing the specific theories in the present study outline. The deductive approach is found to be supportive in this context because it helps the researcher to utilize a clear set of instructions and ensure hypothesis-based variables to support the empirical findings of the study (Leavy, 2017).

Data Collection Method

The researcher has preferred to choose the purpose of sampling which is suitable in the current study under the non-probability sampling category. It is found that the probability sampling is not compatible

with the current study because it will not provide the relevant data with the focused information only. The sample size is 100 which is suitable for the current study because if an extended sample size is explored then the researcher will not be able to compile the data and get the exact results.

Statistical Technique

Smart PLS is a good option to analyse the content collected from the respondents. The sample size is small in the present study due to the limit of time and resources this is why the software has been chosen to analyse the content. Smart PLS helps the researcher to handle the small data size because it has the expertise to align the relationship between more than one variable and also provides a diagrammatic outlook. It also helps the researcher to evaluate the specifications and measurement processes using the indicators-based variable review. This is why the present study has finalized the content with the help of this software for the best suitability in accuracy support.

Results and Discussion

Data Screening

The data has been collected from the respondents with the help of a Google survey form by considering the variables already outlined in the conceptual framework. This is helpful to the researcher in finding the answers to the specific questions by further dividing the questions into some relevant questions comprehensible to the respondents. The feedback of the respondents has been taken with the help of a Google survey form which has been already converted automatically online in an Excel sheet. It is helpful to the researcher to continue the analysis process in the quantitative paradigm with the help of authentic software support. Smart PLS has been chosen for this purpose to analyze the data and screen the relevant information based on the Google survey forms output. Smart PLS has supported the researcher in collecting the data information supplied by the respondents. It contains production in a collaborative form which has been aligned in a tabular shape, so the software results automatically. A detailed analysis has been conducted here for path coefficient, outer loading, R square and R square adjustment, HTMT, Cronbach Alpha, RHO an and RHO c.

Table 1

Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
OCS -> SCS	0.863	0.861	0.030	28.922	0.000
OCS -> CP	0.602	0.597	0.092	6.539	0.000
OCS -> CPL	0.765	0.766	0.047	16.332	0.000
OCS -> JR	0.746	0.744	0.052	14.283	0.000
OCS -> OCS	-0.172	-0.166	0.148	1.167	0.243
OCS -> SCS	0.194	0.200	0.143	1.356	0.175
SCS -> OCS	0.103	0.096	0.126	0.819	0.413
SCS -> SCS	0.079	0.065	0.143	0.551	0.582
CP -> OCS	0.286	0.302	0.129	2.222	0.026
CP -> SCS	0.003	0.023	0.146	0.023	0.982
CPL -> OCS	0.346	0.349	0.109	3.178	0.001
CPL -> SCS	-0.027	-0.033	0.139	0.192	0.848
JR -> OCS	-0.021	-0.016	0.145	0.141	0.888
JR -> SCS	0.216	0.221	0.127	1.697	0.090

Note: *Objective Career Success (OCS), Subjective Career Success (SCS), Career Planning (CP), Career Capital (CC), Career Opportunities (CPL), Career Management (CM), Joint Responsibility (JR), Employee Behaviour (EB)*

Table 2

Outer Loading

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CC 1 <- OCS	0.637	0.628	0.079	8.046	0.000
CC 10 <- OCS	0.734	0.733	0.039	18.807	0.000
CC 11 <- OCS	0.643	0.638	0.065	9.941	0.000
CC 12 <- OCS	0.753	0.752	0.038	19.656	0.000
CC 13 <- OCS	0.699	0.695	0.053	13.225	0.000
CC 14 <- OCS	0.729	0.725	0.050	14.720	0.000
CC 15 <- OCS	0.701	0.696	0.059	11.792	0.000
CC 16 <- OCS	0.767	0.767	0.038	20.274	0.000
CC 17 <- OCS	0.781	0.779	0.046	17.125	0.000
CC 18 <- OCS	0.777	0.777	0.041	19.089	0.000
CC 19 <- OCS	0.688	0.681	0.062	11.015	0.000
CC 2 <- OCS	0.702	0.700	0.053	13.245	0.000
CC 20 <- OCS	0.793	0.793	0.030	26.519	0.000
CC 21 <- OCS	0.669	0.663	0.059	11.251	0.000
CC 22 <- OCS	0.751	0.749	0.043	17.361	0.000
CC 23 <- OCS	0.749	0.746	0.043	17.380	0.000
CC 24 <- OCS	0.679	0.675	0.052	13.035	0.000
CC 25 <- OCS	0.695	0.692	0.050	13.959	0.000
CC 26 <- OCS	0.777	0.774	0.041	19.164	0.000
CC 27 <- OCS	0.696	0.695	0.045	15.366	0.000
CC 28 <- OCS	0.787	0.785	0.042	18.717	0.000
CC 3 <- OCS	0.741	0.734	0.058	12.797	0.000
CC 4 <- OCS	0.700	0.699	0.049	14.153	0.000
CC 5 <- OCS	0.675	0.667	0.068	9.915	0.000
CC 6 <- OCS	0.641	0.638	0.052	12.301	0.000
CC 7 <- OCS	0.707	0.700	0.060	11.746	0.000
CC 8 <- OCS	0.693	0.692	0.042	16.397	0.000
CC 9 <- OCS	0.677	0.669	0.075	9.031	0.000
CM 1 <- SCS	0.762	0.757	0.055	13.955	0.000
CM 10 <- SCS	0.793	0.791	0.036	21.909	0.000
CM 2 <- SCS	0.800	0.798	0.032	24.948	0.000
CM 3 <- SCS	0.755	0.750	0.055	13.857	0.000
CM 4 <- SCS	0.811	0.810	0.029	27.672	0.000
CM 5 <- SCS	0.777	0.772	0.053	14.664	0.000
CM 6 <- SCS	0.834	0.834	0.024	35.023	0.000
CM 7 <- SCS	0.834	0.829	0.043	19.453	0.000
CM 8 <- SCS	0.811	0.809	0.033	24.858	0.000
CM 9 <- SCS	0.797	0.792	0.049	16.193	0.000
CP 1 <- CP	0.715	0.709	0.064	11.118	0.000
CP 2 <- CP	0.689	0.687	0.049	14.152	0.000
CP 3 <- CP	0.754	0.747	0.050	15.119	0.000
CP 4 <- CP	0.775	0.772	0.039	19.985	0.000
CP 5 <- CP	0.833	0.829	0.038	21.735	0.000
CP 6 <- CP	0.725	0.722	0.052	13.868	0.000

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CP 7 <- CP	0.749	0.745	0.046	16.259	0.000
CP 8 <- CP	0.608	0.604	0.067	9.031	0.000
CP 9 <- CP	0.790	0.785	0.045	17.544	0.000
CPL 1 <- CPL	0.808	0.805	0.047	17.290	0.000
CPL 2 <- CPL	0.877	0.878	0.017	50.634	0.000
CPL 3 <- CPL	0.830	0.826	0.042	19.658	0.000
CPL 4 <- CPL	0.807	0.807	0.030	26.542	0.000
EB 1 <- CPL	0.792	0.784	0.051	15.640	0.000
EB 10 <- CPL	0.574	0.575	0.060	9.572	0.000
EB 11 <- CPL	0.763	0.755	0.055	13.831	0.000
EB 12 <- CPL	0.714	0.716	0.043	16.590	0.000
EB 13 <- CPL	0.771	0.763	0.052	14.865	0.000
EB 14 <- CPL	0.681	0.681	0.043	15.860	0.000
EB 15 <- CPL	0.783	0.776	0.049	15.917	0.000
EB 2 <- CPL	0.661	0.662	0.041	15.940	0.000
EB 3 <- CPL	0.817	0.811	0.047	17.493	0.000
EB 4 <- CPL	0.688	0.689	0.040	17.020	0.000
EB 5 <- CPL	0.776	0.767	0.057	13.586	0.000
EB 6 <- CPL	0.709	0.710	0.037	19.355	0.000
EB 7 <- CPL	0.795	0.787	0.048	16.659	0.000
EB 8 <- CPL	0.446	0.447	0.065	6.817	0.000
EB 9 <- CPL	0.784	0.778	0.052	14.997	0.000
JR 1 <- JR	0.698	0.691	0.066	10.550	0.000
JR 2 <- JR	0.792	0.792	0.028	28.289	0.000
JR 3 <- JR	0.779	0.772	0.051	15.196	0.000
JR 4 <- JR	0.819	0.821	0.024	34.286	0.000
JR 5 <- JR	0.809	0.804	0.046	17.770	0.000
JR 6 <- JR	0.846	0.847	0.021	40.844	0.000
JR 7 <- JR	0.774	0.768	0.051	15.296	0.000
OCS 1 <- OCS	0.812	0.810	0.040	20.124	0.000
OCS 2 <- OCS	0.883	0.881	0.027	32.311	0.000
OCS 3 <- OCS	0.888	0.887	0.024	36.982	0.000
OCS 4 <- OCS	0.914	0.912	0.017	54.395	0.000
SCS 1 <- SCS	0.813	0.812	0.049	16.622	0.000
SCS 2 <- SCS	0.837	0.838	0.036	22.970	0.000
SCS 3 <- SCS	0.890	0.888	0.029	30.672	0.000
SCS 4 <- SCS	0.879	0.873	0.035	25.095	0.000
SCS 5 <- SCS	0.811	0.805	0.048	16.805	0.000

The outer loading values for Career Capital (CC), Career Management (CM), Career Planning (CP), Career Opportunities (CPL), Employee Behaviour (EB), Joint Responsibility (JR), Objective Career Success (OCS), and Subjective Career Success (SCS) have been reviewed for construct validity. When the value falls below 0.7, it indicates that the construct may not be contributing effectively.

Table 3

R Square

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
OCS	0.683	0.682	0.065	10.575	0.000
SCS	0.744	0.742	0.051	14.653	0.000
CP	0.362	0.364	0.105	3.437	0.001
CPL	0.586	0.589	0.071	8.256	0.000
JR	0.556	0.556	0.076	7.285	0.000
OCS	0.234	0.283	0.095	2.473	0.013
SCS	0.187	0.226	0.078	2.396	0.017

The R Square value represents the coefficient of determination, illustrating how much of the variance in a dependent variable can be explained by the relationship with independent variables. The value ranges from 0 to 1, where higher values suggest a stronger, more positive relationship. The table shows that Subjective Career Success (SCS) has a threshold of about 0.17, indicating a moderate to substantial explanatory power.

Table 4

R Square Adjusted

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
OCS	0.681	0.680	0.065	10.478	0.000
SCS	0.743	0.741	0.051	14.530	0.000
CP	0.358	0.360	0.106	3.378	0.001
CPL	0.583	0.586	0.071	8.168	0.000
JR	0.553	0.553	0.077	7.203	0.000
OCS	0.210	0.260	0.098	2.143	0.032
SCS	0.161	0.201	0.081	1.996	0.046

The values of R Square Adjusted in the table show the refined explaining power of independent variables to make predictions about the dependent constructs controlling for model complexity. These values tell what amount of Contribution of CC, CM, CP, CPL and JR has towards making career success either Candidate/Employee perspective (OCS) or Organizational (SCS) perspective and the amount of effect will be if there would be Employee Behaviour (EB) on it. Results show that Career Capital (CC) and other factors have strong influence on career success, but external factors and unobserved factors also have impact to career success.

Table 5

Average Variance

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
OCS	0.681	0.680	0.065	10.478	0.000
SCS	0.743	0.741	0.051	14.530	0.000
CP	0.358	0.360	0.106	3.378	0.001
CPL	0.583	0.586	0.071	8.168	0.000
JR	0.553	0.553	0.077	7.203	0.000
OCS	0.210	0.260	0.098	2.143	0.032
SCS	0.161	0.201	0.081	1.996	0.046

Average Variance Extracted (AVE) from Smart PLS permits the evaluation of variance accounted for by the latent constructs in terms of the total variance and convergent validity and model acceptance. This analysis shows that Career Opportunities (CPL) and Joint Responsibility (JR) have the relatively higher values of AVE which are above the threshold of 0.50, which suggest that composite reliability for these factors is very strong, and which further support convergent validity.

Table 6

Cronbach Alpha

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
OCS	0.965	0.964	0.007	146.266	0.000
SCS	0.937	0.935	0.011	83.848	0.000
CP	0.895	0.892	0.020	44.382	0.000
CPL	0.851	0.849	0.023	37.739	0.000
CPL	0.933	0.931	0.012	79.947	0.000
JR	0.899	0.897	0.017	53.849	0.000
OCS	0.898	0.895	0.021	42.570	0.000

The Cronbach's Alpha values that will determine whether there is internal consistency and reliability of the measured constructs and acceptability of variables in research. The results show that all constructs, CC, CM, CP, CPL, EB, JR, OCS, and SCS have high reliability values since their values are above the 0.7 threshold. This lends credibility to these constructs in the assessment of career related factors. The reliability of the variables is assured by the consistently high values as each add to the strong internal consistency.

Table 7

HTMT

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
SCS <-> OCS	0.905	0.901	0.835	0.948
CP <-> OCS	0.648	0.641	0.436	0.800
CP <-> SCS	0.598	0.590	0.365	0.764
CPL <-> OCS	0.842	0.840	0.728	0.933
CPL <-> SCS	0.830	0.826	0.696	0.932
CPL <-> CP	0.603	0.599	0.417	0.759
CPL <-> OCS	0.859	0.854	0.762	0.922
CPL <-> SCS	0.872	0.869	0.791	0.928
CPL <-> CP	0.600	0.595	0.383	0.774
CPL <-> CPL	0.841	0.838	0.720	0.933
JR <-> OCS	0.800	0.794	0.674	0.886
JR <-> SCS	0.802	0.795	0.669	0.892
JR <-> CP	0.595	0.589	0.388	0.754
JR <-> CPL	0.908	0.906	0.809	0.985
JR <-> CPL	0.892	0.888	0.802	0.954
OCS <-> OCS	0.363	0.374	0.180	0.576
OCS <-> SCS	0.371	0.381	0.204	0.571
OCS <-> CP	0.452	0.464	0.240	0.687
OCS <-> CPL	0.478	0.486	0.297	0.674
OCS <-> CPL	0.310	0.334	0.198	0.507
OCS <-> JR	0.372	0.387	0.210	0.589
SCS <-> OCS	0.428	0.435	0.264	0.599
SCS <-> SCS	0.406	0.405	0.214	0.586
SCS <-> CP	0.298	0.316	0.156	0.524
SCS <-> CPL	0.388	0.392	0.215	0.568
SCS <-> CPL	0.437	0.441	0.274	0.604
SCS <-> JR	0.427	0.428	0.261	0.591
SCS <-> OCS	0.663	0.665	0.531	0.784

The Heterotrait-Monotrait (HTMT) is a discriminant validity metric that avoids the constructs from being excessive correlated. It allows to determine is if the constructs in the study are still distinct and if they also have relationships between them or not. These correlations are measured by the values in the table. The results are observed to be such that most of the constructs lie within the acceptable range, thus ensuring discriminant validity. Despite this, there are some values that are highly correlated such as those relating to CPL and JR (0.892) and CPL and JR (0.908), exhibiting a possible overlap for their conceptualization.

Statistical Techniques

Various statistical operations have been applied while reviewing the data and taking out the results. The software applications of smart PLS justify its suitability in the research because the complex model involves the use of latent variables for a limited sample size of 150 only. The software version is helpful for analysis and describes the measurements in exhibiting the values and indicating internal consistency. The popular statistical operations applied in the present study include crown veg OCS value which shows a high good internal consistency of more than 0.7 in most of the cases. Another popular population that has been explored is HTMT to find the discriminant validity which has revealed that the threshold of 0.85 has been witnessed for most of the variables to show the discriminant validity. HTMT ideally helps the researcher in the application of the discriminate validity and finding the answers with the help of relevant parts and applications.

Hypotheses Testing

H1: There is a significant impact of career capital on career success

The first hypothesis states that Career Capital has a significant impact on Career Success. Various literature sources highlight that the accumulation of Career Capital, including skills, knowledge, and professional networks, significantly contributes to an individual's career growth and success. Employees with strong Career Capital have a competitive advantage, as they possess valuable expertise that enhances their performance and career progression. The second hypothesis retests the relationship moderating between Career Capital through the relationship between Employee Behaviour and Career Management.

H2: Employee behaviour moderates the relationship between career capital and Career Management.

The second hypothesis tests the relationship of Employee Behaviour in moderating the relationship between Career Capital and Career Management. The role of Employee Behaviour is also of significance in the way they relate to using Career Capital in the engagement of effective Career Management practices. Results from respondents indicate that behavioural factors such as motivation, self-discipline and adaptability have significant impact on the ability to harness Career Capital in career development and progress. Therefore, the probability of applying effective Career Management strategies in employees' long term career success increases with employees who are actively involved in self-driven career planning and enhance their skills.

H3: Employee behaviour moderates the relationship between career capital and joint responsibility.

The third hypothesis investigates the relationship of Career Capital and Joint Responsibility via Employee Behaviour as a moderator. Employee Behaviour decides to how people use their Career Capital to fulfil their Joint Responsibility in an organization. Respondent feedback and statistical analysis reveal that employees with high behavioural attributes such as accountability, adaptability and collaboration possess higher potential of utilizing their Career Capital in the area of Joint Responsibility. The implications of this dynamic are particularly relevant given increasing complexity of modern workplaces where employees need to attain some independent career growth and also take shared organizational responsibilities.

H4: Employee behaviour moderates the relationship between career capital and Career Planning.

The fourth hypothesis analysis suggests that the employee behaviour is playing a critical moderating role greatly in the relationship between career capital and career planning. A career capital is an accumulated set of an individual's skills, knowledge, experiences, and professional networks, which is a crucial resource that facilitates proper planning of the career. Specifically, employees with higher levels of career capital

tend to be better informed about career opportunities, as well as, have the ability and the motivation to develop and pursue their career goals. While the strength with which career capital translates to effective career planning largely depends on the amount of proactivity in which employees are involved with career activities. This illustrates how employee behaviour can fill the gap between the having career capital and using it strategic for career planning.

H5: Employee behaviour moderate the relationship between career capital and Career opportunities. The research hypothesis H5 establishes that Employee Behaviour functions as an intervening variable to connect Career Capital (CC) with Career Opportunities (CPL). A person's accumulated Career Capital initially supports professional progress, but Employee Behaviour plays the defining role in converting capital strength into meaningful Career Opportunities. Individuals who possess solid Career Capital fail to receive automatic breaks in their career advancement path toward better job potentialities or improved career trajectories. Employee conduct together with skill application determines their ability to develop capital assets into concrete professional avenues.

H6: There is a significant impact of joint responsibility on career success
According to Hypothesis H6, it is predicted that Joint Responsibility (JR) significantly affect Career Success. The word Joint Responsibility would indicate the idea of shared accountability between employees and the organizations for their careers. The concept itself implies that career growth doesn't solely depend on employees but an active participation by employees and employers in the performance and development of the employees' career. Investing in career development initiatives like mentorship, training, and clear progress through their career within the organization, gives employees the means and also the support they need to carry out their roles of various careers. On the other hand, employees should also hold themselves accountable for their own career management, including setting goals, developing skills, and looking for advancement.

H7: There is a significant impact of career management on career success
According to Hypothesis (H7), Career Management (CM) has a significant impact on the Career Success (CS). Career Management includes a variety of proactive activities including skill development, networking, seeking mentorship, career planning, which help an individual in growing his career. Career Success can be separated into Objective Career Success (OCS), that comprises of concrete results such as salaries raises and promotions, and Subjective Career Success (SCS), that is handled by individual satisfaction and career satisfaction. Those who effectively manage their careers can gain some of the opportunities to advance professionally, perhaps improve his interface ability within the market, and increase objective and subjective success. In addition, factors such as (the) Career Capital (CC), Career Planning (CP) and Joint Responsibility (JR) may (partly) moderate such relationship to the extent to which career management efforts result in success. It is therefore said that those individuals who take active steps of career management practices should earn such career success in way of measurable career advancements and in a personal career satisfaction.

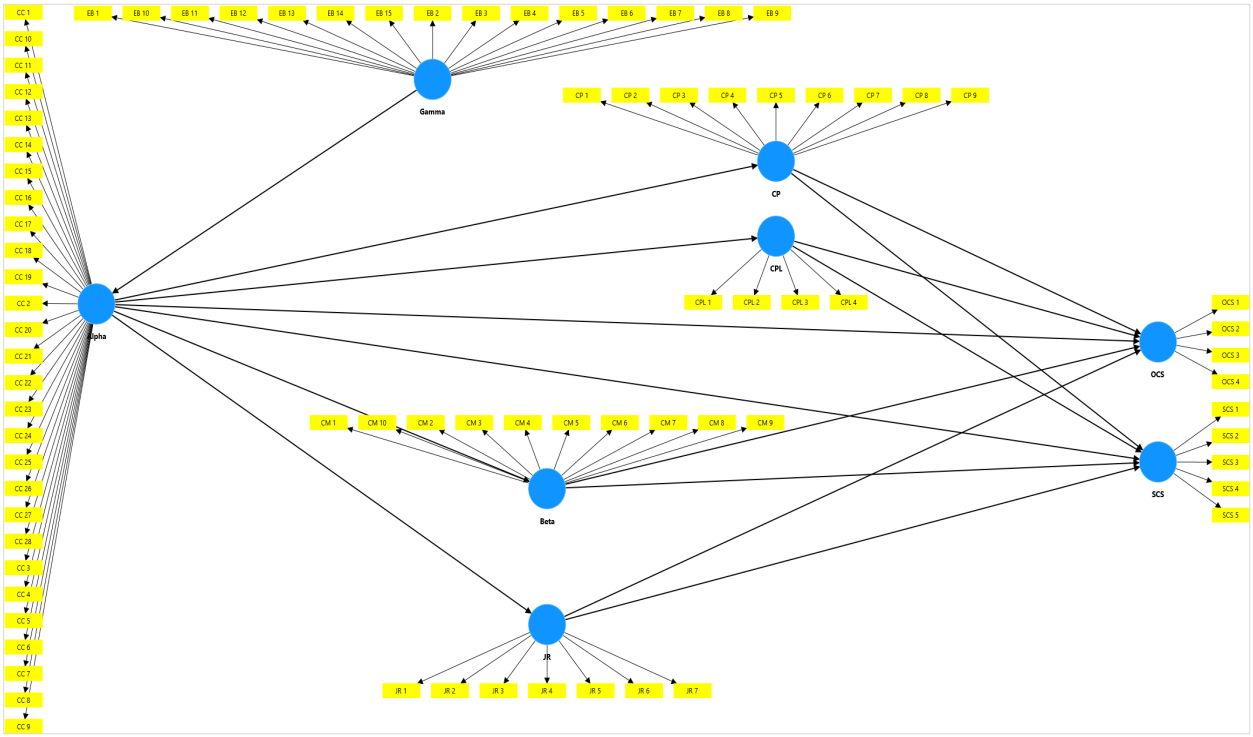
H8: There is a significant impact of career planning on career success
According to the eight hypothesis, Career Planning (CP) is significantly related to Career Success (CS). Career Planning is defined as determining the course of these future career opportunities. This includes defining your career goals and soon enough which skills you need in order and preparing yourself for it. By approaching it proactively, this strengthens the odds that the respective parties can align their efforts with long term career aspirations to maximize Success with the Objective Career Success (OCS, like promotions and salary growth as well as Subjective Career Success (SCS, like job satisfaction and personal fulfillment. Structured career planning is a way to get engaged in the process and to take an informed decision, seize opportunities as it arises and manage professional challenges. Also, Career Capital (CC) and Career Management (CM) may strengthen this relationship, by providing the resources and strategies for career plan transformation into real success. This makes people who seriously part in career planning to have satisfying career.

H9: There is a significant impact of career opportunity on career success

Hypothesis H9 is based on the possibility that Career Opportunities (CPL) would have a significant causal 316 impact on Career Success (CS). Job Prospects are the amount of work that is offered by the company. 317 Providing individuals with diverse and high quality of career possibilities will give them more probability 318 of obtaining Objective Career Success (OCS) which includes higher salaries, job advancement as well as 319 Subjective Career Success (SCS) that is, job satisfaction and personal satisfaction. In order to capitalize on 320 these opportunities, it mostly depends on several Career Capital (CC), Career Planning (CP) and Career 321 Management (CM) criteria's which enable individuals to be ready to take advantage of offered 322 opportunities. Therefore, people that have greater career opportunities will likely have a great career growth and overall career success.

Figure 2

Diagrammatic View of Hypothesis (Author)



Conclusion

In this study, the importance of a supervisor for a subordinate's career development in the banking industry has been investigated. The meaning has been studied in terms of many different areas, for example good management and support. The theoretical part of the literature review and a questionnaire, which contained quantitatively researched choice questions and open questions giving concrete examples, served as tools. Based on the review of the literature and the analysis of the answers to the selection questions and open questions, it can be concluded that the supervisor plays a decisive role in promoting a positive work environment and supporting the growth and development of subordinates. In the literature review of the study, the basics of supervisor work were brought up, with which supervisors can support their subordinates in everyday work and development, as well as in promoting career development (Guillot-Soulez & Soulez, 2014). Analyzing the results of the survey provided valuable insight into the concrete actions and ways that subordinates expect from their superiors to increase their commitment to the work community and support their career development.

Future Research Recommendations

Different parties have their own important role in terms of the success of the career planning activity and thus also its meaning. It certainly goes without saying that cooperation is important in career planning. For example, career development itself is the result of cooperation between the organization and the

individual (Saidi et al., 2014). Today, career planning especially requires flexibility, which was emphasized by the participants in the study. Flexibility is needed not only from the organizational side, but also from the employees. In order for careers to be meaningful for both parties, employees must be able to be flexible, for example, in their work and career-related demands and in the employer's work arrangements, for example, according to changes in the environment and employees' life situations. However, in my opinion, the flexibility requirement is most significantly related to the changes in the operating environment, which have also been presented in this report. Due to the constantly changing nature of the environment and, with it, the content of job descriptions, it is increasingly common that the work cannot be predicted or continuously performed according to the same formula (Ahmed Qayed Al-Emadi et al., 2015).

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